HEALTHY FAMILIES AMERICA

Multi-Site Accreditation Addendum

2008-2011

VALID FOR SITE VISITS 9-1-08 THROUGH 12-31-11

Updated 10-1-08

Overview

The HFA Multi-Site Accreditation Addendum is designed as a supplement to the existing HFA Self-Assessment Tool. The multi-site addendum identifies standards the central administration must meet in order to receive HFA multi-site accreditation. In addition to meeting the multi-site addendum, eligible sites in the multi-site system chosen for review must meet the HFA Site Self-Assessment Tool. Once the central administration and the individual sites within the system have demonstrated adherence to the HFA standards (as laid out in the site accreditation tool and multi-site addendum), HFA multi-site accreditation will be granted.

Format

The addendum is structured differently from the HFA Site self-Assessment Tool. The addendum is broadly organized by functional areas (i.e., quality assurance, training, etc.) of the central administrative body within a multi-site system, rather than around the HFA Critical Elements. This was a deliberate choice. Addendum standards are based upon best practice and quality assurance literature, rather than home visitation research.

Each functional area is defined by a first order standard at the beginning of the section. Most functional areas have a series of second and third order standards, which collectively comprise the essence of the system, activities, and policies. Both the multi-site system policies and administration sections only have unsupported second order standards throughout their respective sections. It is the expectation that the central administration will perform or provide for each of these functional areas.

Similar to the HFA Site Self-Assessment Tool, the addendum has both pre-site and on-site evidence requirements.

Each third order standard (and unsupported second order standard) has a rating indicator. The rating indicators have been designed to assist central administration and peer reviewers in assessing adherence to the standard. In particular, the rating indicator can assist the central administration in determining whether their understanding of a particular standard is accurate and complete. Rating indicators also identify any improvement that may be necessary during the self-study process. Peer reviewers use the rating indicator as part of the criteria with which they evaluate a standard.

Addendum rating indicators are structured differently from the Site Self-Assessment Tool rating indicators. In the addendum, evaluation of the rating indicator can result in one of three ratings: exceeds expectations; meets expectations; or needs improvement.

A rating of *exceeds* means the central administration has demonstrated that it meets all and surpasses at least one of the expectations established in the rating indicator. A rating of *meets* means the central administration achieves the expectations established in the rating indicator. It also may mean that the overall intent of the rating indicator is being met, although one or two instances were found where the central administration did not meet the expectations established by the rating indicator. However, these omissions were temporary in nature, or recent practice indicates that a change has been made. A rating of *needs improvement* means there have been significant omissions identified in one or more of the expectations outlined in the rating indicator.

Some considerations for the process:

- Interviews with central administration or site staff may be conducted face-to-face or via the telephone when there are vast distances, travel costs would be exorbitant, or there is inclement weather.

- Interviews will be conducted with a sample of program managers/supervisors selected by the peer review team (program size and location will be considered in order to insure that there is a cross-section of sites represented).

- When central administration has set a policy higher than the standards listed in the multi-site addendum, sites will be held to the standards versus the multi-site system's policy.

- Electronic surveys will be administered to program managers or whoever is responsible for operating the HFA program at the site level.

- During the accreditation process, central administration will assist sites following their site visits to bring any standards of non-adherence into adherence. For sites that meet the accreditation threshold, central administration will continue to work with the sites on areas of non-adherence.

- Pre-site materials may be submitted electronically.

- In general, the timeframe for gathering evidence for the multi-site addendum will be 1 year unless the multi-site system has changed its practice. In this case, the implementation of recent practice will be used to rate the standards.

<u>MULTI-SITE PROGRAM POLICIES</u>: The central administration has established a set of *policies* which guide program operation across the multi-site system.

<u>Multi-Site Program Policies Intent:</u> The overall intent of the standards in this section is to insure the program has a set of system-wide policies that specify the interactions between the central administration and the sites within its system. Policies also focus on site-specific policy as related to the single site self assessment tool. Policy and procedures that are required throughout the Multi-Site Addendum are referenced back to this section.

<u>Multi-Site Program Policies Requirements:</u>

- Please provide a copy of the Multi-Site Policy manual (can be provided electronically). Policies include:
- The policy guidelines for each of the critical elements in the site self assessment
- The policy guidelines for how the state system interacts with the sites within the system and among the functional areas of the multi-site system that includes:
    - Appeals process or how conflicts within the multi-site system are addressed
    - Establishing and revoking affiliation (affiliation/disaffiliation)

M-1 *Central administration* has established and maintains written program *policies* governing its operations and program operation at the site level. These *policies* include how sites operationalize the standards identified in the HFA Site Self-Assessment Tool.

<u>Pre-site Evidence requirements:</u>

- A narrative describing how multi-site policies are developed and adopted
- Program Manager/Supervisor Questionnaires

<u>On-site activities:</u>

- Interview members of the policy making body
- Interview Program Manager/Supervisor, if needed.

Intent: The Multi-Site system develops policies so that all entities that are part of the system have a central point of reference to determine program operations. Policies include how each entity interacts with the multi-site system as well as operational procedures for the system as a whole. Policies should address the 12 HFA critical elements.

<u>RATING INDICATOR</u>: The ***central administration's policy*** manual guides sites in operationalizing critical areas of program operation. This manual provides system-specific ***policies*** related to the HFA Site Self-Assessment Tool as well as to the functional areas (i.e., ***quality assurance***, ***training***, technical assistance, evaluation, and administration) the ***central administration*** performs.

______ Exceeds ______ Meets ______ Needs Improvement

(Please check one)

Tips: Multi-site systems are encouraged to include the multi-site policy manual as a part of all staff members orientation to the multi-site system (program managers, supervisors, assessment workers and home visitors). It is helpful to document this training in orientation training logs.

M-2 *Central administration* reviews the HFA Policy & Procedure manual of each site initially and any changes thereafter to insure that *policies* and *procedures* are comprehensive, up-to-date, and consistent with the overall *policies* of the *multi-site system* and the HFA Critical Elements.

Pre-site Evidence requirements:

- A narrative describing how the multi-site reviews the HFA Policy and Procedures manual of each site
- Criteria used and feedback mechanism for policy manual reviews

On-site activities:

- Interview staff that review policy manuals of each site
- Review the completed mechanisms used for the review.
- Review the feedback mechanisms used for review of site-specific policy manuals.

Intent: In addition to the Multi-Site policies, sites in the system will develop their own site-specific policies that address local operational procedures. While multi-site policies are designed around how the system addresses the critical elements, local policies will include the details that specifically address how each standard is implemented on the site level. Site-specific policies should support and build upon the multi-site policies. Multi-site policies cannot substitute for local or site specific policies. Note: Central administration determines the frequency of the site-specific policy manual review.

If variations in site-specific policies are permitted, the central administration must develop policy regarding the criteria and process for waivers. Evidence of waivers which are granted must be maintained by central administration as well as by the site.

RATING INDICATOR: The comprehensive nature of the review mechanism (particularly the feedback to individual sites) insures that all sites within the system have adopted policies that guide service delivery but do not conflict with multi-site program ***policies.*** The review mechanism insures that all changes made since the last review are accounted for during the most recent review.

______ Exceeds ______ Meets ______ Needs Improvement

(Please check one)

Tips: The multi-site system should document the feedback for each site during the review, date the review, and indicate the suggested changes. Sites are encouraged to develop a tool to use for this review. The initial review should be clearly detailed and subsequent reviews may include only the review of any changes sites have made to their site-specific policy manuals, or when the multi-site system has a change in policy. If no changes have been made since the previous review, the multi-site system does not need to conduct a formal review. A copy of the review tool for each of the sites within the system is maintained by central administration.

M-3 ***Central administration*** **communicates, clarifies, and updates the sites regarding the goals, objectives, *policies* and *procedures*, and functions of the *multi-site system*.**

Pre-site Evidence requirements:

- A narrative describing how the multi-site system communicates, clarifies and updates the sites on the goals, objectives, policies and functions of the multi-site system
- Program manager/supervisor questionnaires

On-site activities:

- Interview staff that are responsible for these communications (evaluators, technical assistance staff, quality assurance staff, central administration staff)
- Meeting minutes, as appropriate
- Review samples of communication of changes from the multi-site system

Intent: Over time, goals and objectives for the multi-site system will change, often based upon new logic models in evaluation or with additional criteria regarding program expectations. The multi-site system should develop clear communication plans that insure all sites within the system receive updated information in a timely fashion.

Additionally, the multi-site policy manual will change as rules and regulations are modified as well as changes in training, technical assistance, quality assurance, and administration impact program operations. It is critical that sites be informed of these changes in order to modify practice and improve services to the families served. Multi-site systems are encouraged to utilize a variety of mechanisms to communicate these changes through emails, web portals, posting on websites, through quality assurance/technical assistance site visits, teleconference calls, program manager/supervisor meetings, and/or other methods of communicating change.

RATING INDICATOR: The central administration insures that changes in and updates to the goals, objectives, policies, and procedures, and functions of the multi-site system are communicated as changes are made and distributed to the sites within the system and other appropriate parties. Note: Incidences noted when communication following a change did not occur, but recent practice indicates that changes are now communicated as they occur.

______ Exceeds ______ Meets ______ Needs Improvement

(Please check one)

Tips: Multi-site systems are encouraged to maintain documentation of all mechanisms (including meeting minutes) through which change is communicated for 12 months prior to the development of the multi-site self study and for review on-site.

M-4 **There is policy for establishing and revoking affiliation with the *multi-site system*. The process can be initiated at the site or *central administration* level.**

Pre-site Evidence requirements:

- Program manager/supervisor survey

On-site activities:

- Interview the central administration staff about the disaffiliation/affiliation policy
- Interview program managers
- Interview newly affiliated sites, as appropriate
- Review documentation related to disaffiliated sites for adherence to the affiliation policy, as appropriate

Intent: Sites that are not performing according to the critical elements or contract, when applicable, need to determine whether they belong as part of the multi-site system and adhere to the critical elements or disaffiliate. Sites should be informed when disaffiliation is tied to funding.

Multi-site systems are encouraged to develop criteria for programs that are not currently part of the multi-site system and are interested in becoming a participating site. Criteria may include adherence to the critical elements, affiliation fees, expectations for site visits and evaluation participation or other methods of insuring a new site will participate fully in all activities of the multi-site system.

RATING INDICATOR: The ***criteria*** and process for establishing/revoking affiliation with the ***multi-site system*** is clearly defined and communicated to the sites initially and then as needed.

No Exceeds Rating Indicator for M-4 ______ Meets ______ Needs Improvement (Please check one)

Tips: Multi-site systems are encouraged to include the critical elements as part of contractual or adherence criteria. Understanding of the affiliation and disaffiliation policy is often difficult to measure in interview or questionnaires. It is recommended that staff are aware there is such a policy and where to locate it, however, staff are not required to quote the details.

M-5 *Central administration* has *policies* and *procedures* indicating how it resolves conflicts with regard to practices and service delivery within the *multi-site system*. This process includes provision of an appeals process and is communicated to all sites.

Pre-site Evidence requirements:

- Program manager/supervisor questionnaires

On-site activities:

- Review any appeals that have been implemented within the system.

Intent: Because of frequent interactions between individual sites and the multi-site system, there may be times when conflict arises. Developing a system to address conflicts and to insure fairness and equality to the system, a conflict resolution or appeals process is necessary.

RATING INDICATOR: The ***policies*** and ***procedures*** insure conflicts are resolved within the ***multi-site system***. The process used includes:

- A clear statement or definition of identified issue(s);
- The development of an action plan for resolution;
- An accompanying time frame for resolution;
- Provision of technical assistance to assist site in reaching goals identified in supportive plan; and
- A clearly defined appeals process, if appropriate.

No Exceeds Rating Indicator for M-5 ______ Meets ______ Needs Improvement
(Please check one)

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M-6 *Multi-site system policies* are developed and refined/revised, in part, with input from sites within the system, and with up-to-date information from the other *central administration* functional areas of administration, evaluation, *quality assurance* and *training* and technical assistance.

Pre-site Evidence requirements:

- Narrative describing how policies are developed and revised that includes input from sites within the system.
- Samples of surveys, committee or meeting minutes, feedback from program managers, etc.

On-site activities:

- Interview central administration staff
- Interview committees, program managers/supervisors who provide input to policy

Intent: Individual sites have input into policy development and revisions. It is clear that policy changes may greatly impact direct line services and therefore direct service staff. Staff input allows staff to provide feedback about the impact of new policy on practice. The multi-site system develops the methods through which input is provided into multi-site policies.

RATING INDICATOR: Information from the ***central administration's*** functional areas of administration, evaluation, ***quality assurance*** and ***training*** and technical assistance are used, in part, to make system and program level ***policy*** related decisions. Individual sites also have input into the development and refinement of the ***multi-site system's policies***.

______ Exceeds ______ Meets ______ Needs Improvement
(Please check one)

Tips: Input mechanisms may include committee work, surveys, site visits, and other means of feedback.

<u>TRAINING & TECHNICAL ASSISTANCE</u>: The central administration has a process in place to insure that sites have a system to meet identified needs for training and technical assistance to assist sites in implementing and maintaining practice in accordance with the HFA site accreditation standards.

Intent: The training and technical assistance system takes into account the information gained from evaluation recommendations, quality assurance, technical assistance, requests from sites, policy changes, and administration as well as accreditation standards. As the system develops, training needs will change based upon the needs and strengths of the families served, staff professional development plans, expansion or reduction of services, and/or changes in site/system administration. To continuously be able to meet the needs of the sites and families, the central administration must be aware of these changes and develop a training plan to meet those needs.

<u>Multi-Site Program Policies Requirements:</u>

- Please reference the following policies in the Multi-Site Policy manual (can be provided electronically). Policies include:
  - Training policy that describes which trainings are the responsibility of the central administration and which are the responsibility of the sites within the system.
  - The policy used to define how technical assistance is provided to the sites (e.g. how technical assistance is prioritized, number of site visits provided, types of documentation monitored, shadowing, etc.)

T-1 *Training* content is developed based on the needs identified through the major components of the *multi-site system* (i.e., evaluation, *quality assurance*, technical assistance, and *training*) and includes input from sites.

<u>Pre-site Evidence requirements:</u>

- Narrative that describes how training needs are identified
- Program manager/supervisor questionnaire

<u>On-site activities:</u>

- Interview central administration staff that identifies training needs and develops training for the multi-site system
- Interview the individual responsible for coordinating training
- Interview program managers/supervisors about how they provide input

<u>RATING INDICATOR</u>: The needs of the ***multi-site system***, which includes input from the sites, are used as the basis for developing ***training*** content.

______ Exceeds ______ Meets ______ Needs Improvement

(Please check one)

Tips: Central administration is encouraged to review site visit reports for patterns of training needs, review evaluation recommendations, evaluations of training provided, and to survey staff within the system to determine content for the refinement of current training and development of new or additional trainings.

T-2 The *central administration* insures (directly, through a *subcontractor* or at the site level) that training is made available for sites within its system.

Pre-site Evidence requirements:

- Narrative describing how training is delivered within the system. Narrative should include description of which trainings are provided by the central administration (i.e. orientation, core, wrap-around), which are the responsibility of the subcontractor, and which are the responsibility of the individual sites.

On-site activities:

- Site visit reports and/or the mechanism sites use to track training at the site level

Intent: Central administration insures that staff at its sites are provided training in the orientation, Core, 6-month, 12- month, and ongoing trainings based upon the requirements of the site self assessment (standards 10-2, 10-3, 10-4, 10-5, and 10-6 respectively). The central administration does not have to insure that all staff within the system has received this training nor track the training of all staff. Rather, central administration is responsible for reviewing the training system at the site level and supporting the sites' ability to insure that all of its staff have this training. Therefore, central administration is responsible for assisting programs within the system to develop tracking systems, take advantage of training provided by the state system, identify methods to provide this training, measure the quality of this training, and implement the training in the field. Note: training to the multi-site system may occur during role specific training.

T-2.1 Introductory *training* is provided and received about the *multi-site system.*

RATING INDICATOR: The ***central administration*** insures that introductory ***training*** is provided and received about the ***multi-site system*** which covers the goals, objectives, ***policies***, and functions of the ***multi-site system*** as well as the role of the site within the system. This ***training*** is provided either directly or through a ***subcontractor*** and is provided to all new program managers and all new ***staff*** at the site level.

______ Exceeds   ______ Meets   ______ Needs Improvement
(Please check one)

Tips: This training can be incorporated into orientation training, core training, written materials and/or on-line learning.

T-2.2: *Training* is provided for all new site *staff* related to the orientation training, or training required before first contact with families. This is the *training* that is identified in standard 10-2 of the HFA Site Self-Assessment Tool.

Pre-site Evidence requirements:

- Narrative describing how central administration supports individual sites within the system to provide orientation training as related to the 10-2 standards of the HFA site self assessment.

On-site activities:

- Interview central administration staff responsible for supporting the sites in providing this training.
- Interview program managers/supervisors

RATING INDICATOR: The ***central administration*** insures that sites have a mechanism for training all new site ***staff*** to the orientation training, or training required before first contact with families either directly, through a ***subcontractor,*** or at the site level that is consistent with standard 10-2 in the HFA Site Self-Assessment Tool.

______ Exceeds ______ Meets ______ Needs Improvement
(Please check one)

*__Orientation training regarding how to report child abuse and neglect (10-2.C) has been identified as a safety standard.__

Tips: Central administration staff should develop a mechanism for reviewing training documentation on-site.

T-2.3 ***Training*** **is provided for all new site** ***staff*** **related to their specific role within the HFA program (*assessment*, home visitation, supervisor/program management) within 6 months of hire. This is the** ***training*** **that is identified in standard 10-3 of the HFA Site Self-Assessment Tool.**

Pre-site Evidence requirements:
- Narrative that describes how central administration supports individual sites within the system to provide role-specific training as related to the 10-3 standards of the HFA site self assessment.
- Program manager/supervisor questionnaire

On-site activities:
- Site visit reports and/or the mechanism of tracking role-specific training at the site level
- Interview individual responsible for the coordination of training

RATING INDICATOR: ***The central administration*** insures that sites have a mechanism for training all new site ***staff*** related to their specific role within the HFA program (***assessment***, home visitation, supervisor/program management) either directly or through a ***subcontractor*** or at the site level that is consistent with standard 10-3 in the HFA Site Self-Assessment Tool.

______ Exceeds ______ Meets ______ Needs Improvement
(Please check one)

Tips: Central administration staff should develop a mechanism for reviewing training documentation on-site.

T-2.4 ***Training*** **is provided for all new site** ***staff*** **within the system related to topics identified in standard 10-4 of the HFA Site Self-Assessment Tool within six months of hire.**

Pre-site Evidence requirements:

- Narrative that includes description of how central administration supports sites in providing the training required for the 10-4 standards within the HFA site self assessment.
- Program manager/supervisor survey

On-site activities:

- Review site visit reports
- Interview individual responsible for coordinating training
- Interview central administration staff

RATING INDICATOR: ***The central administration*** insures that sites have a mechanism for training all new staff on the ***training*** topics identified under standard 10-4 in the HFA Site Self-Assessment Tool within six months of hire.

______ Exceeds ______ Meets ______ Needs Improvement
(Please check one)

Tips: Central administration staff should develop a mechanism for reviewing training documentation on-site.

T-2.5 *Training* is provided for all new *staff* within the system related to topics identified in standard 10-5 of the HFA Site Self-Assessment Tool within twelve months of hire.

Pre-site Evidence requirements:

- Narrative that includes description of how central administration supports sites in providing the training required for the 10-5 standards within the HFA site self assessment.
- Program manager/supervisor questionnaires

On-site activities:

- Review site visit reports
- Interview individual responsible for coordination of training
- Interview central administration staff

RATING INDICATOR: ***The central administration*** insures that sites have a mechanism for training all program staff on the ***training*** topics identified under standard 10-5 in the HFA Site Self-Assessment Tool within twelve months of hire.

______ Exceeds ______ Meets ______ Needs Improvement
(Please check one)

Tips: Central administration staff should develop a mechanism for reviewing training documentation on-site.

T-2.6 *Ongoing training* is provided for program staff within the system as identified under standard 10-6 in the HFA Site Self-Assessment Tool.

Pre-site Evidence requirements:

- Narrative that includes description of how central administration supports sites in providing the training required for the 10-6 standards within the HFA site self assessment.
- Program manager/supervisor questionnaires

On-site activities:

- Review site visit reports
- Interview individual responsible for coordinating training
- Interview central administration staff

RATING INDICATOR: ***The central administration*** insures that sites have a mechanism for providing ongoing training for program ***staff*** working within the system either directly or through a ***subcontractor*** that is consistent with standard 10-6 in the HFA Site Self-Assessment Tool.

______ Exceeds ______ Meets ______ Needs Improvement

(Please check one)

Tips: Central administration staff should develop a mechanism for reviewing training documentation on-site.

T-3 The *central administration* has a system to provide technical assistance (either directly or through a *subcontractor*) to all sites in a timely manner. Allocation of technical assistance is based upon the individual site-identified needs, information gathered about the site through the *quality assurance* system and information gathered about the site through *training*.

Intent: In order to insure an equitable technical assistance system across programs, central administration develops a system to determine how technical assistance is delivered to the sites in a manner that is timely enough to support each site to improve the quality of their services. Technical assistance may include responses to individual questions, individualized training based upon the specific needs of sites, requests from a site, and/or information gathered from the multi-site system.

Since the program manager/supervisor positions often are responsible for how their program operates, it is helpful for technical assistance to support their role. Supervision is the tool that supports the direct service staff's professional development and ability to implement interventions and activities that produce positive change in the families served. Technical assistance developed to support supervisory/management staff in the development of their own skills in the areas of reflective, relationship-based practice is critical. This type of technical assistance can be provided via training or on-site observations.

Pre-site Evidence requirements:

- Narrative describing how technical assistance is provided or technical assistance plan
- Program managers/supervisors questionnaire

On-site activities:

- Site visit reports, tools used to deliver technical assistance
- Interviews with technical assistance staff, program managers/supervisors

RATING INDICATOR: The technical assistance system insures all sites are provided technical assistance based upon individual site needs and/or the information gathered about the site through the ***central administration's quality assurance*** and ***training*** systems. This technical assistance is provided in a timely manner.

______ Exceeds ______ Meets ______ Needs Improvement
(Please check one)

Tips: Central administration staff are encouraged to develop a system to insure that technical assistance is provided fairly and equitably across the system. Mechanisms may include leveling systems, criteria, size of program, turnover of managers/supervisors, contract moves to a different agency, etc.

T-4 The *central administration* insures that technical assistance is provided to sites by qualified individuals.

Pre-site Evidence requirements:

- Resumes, curricula vitae of technical assistance staff indicating experience in family support programs
- Certification that technical assistance staff have received the role-specific trainings for the areas in which they provide technical assistance (home visitor, assessment, and supervision).

On-site activities:

- Interview the technical assistance and central administration staff

Intent: Central administrative staff providing technical assistance to the sites should be experiences in family support, knowledgeable of all aspects of the HFA program including the critical elements, have a college degree, and be fully aware of how all aspects of the multi-site system interact. Technical assistance staff are encouraged to develop strong communication systems with trainers, administration, quality assurance staff and evaluators as well as between the technical assistance team. Excellent writing and syntactical skills are valuable as written reports of technical assistance are required to document the growth of each site. Central administration must provide oversight to the technical assistance staff to be sure the technical assistance needs of the system are being met, and that this system evolves along with the multi-site system. Additionally, technical assistance providers must be able to integrate all components from the larger system into information provided to the sites.

RATING INDICATOR: Technical assistance is provided by individuals with appropriate content expertise (i.e., degree, certification, and/or experience).

______ Exceeds ______ Meets ______ Needs Improvement
(Please check one)

T-5 *Central administration* conducts a comprehensive analysis of its technical assistance and training program at least every 2 years.

Pre-site Evidence requirements:

- Copy of the most recent training and technical assistance review and actions taken for improvement
- Program manager/supervisor questionnaire

On-site activities:

- Interview the individual(s) responsible for coordinating training and/or technical assistance
- Interview central administration
- Interview program managers/supervisors

Intent: This analysis will assist central administration to improve the services offered and continue to grow and change. In addition, it will insure that services offered through central administration are useful, inform best practice, and assist sites in improving the quality of their services. Central administrative staff are encouraged to interview or survey the sites within the system for constructive feedback.

RATING INDICATOR: Central administration conducts a comprehensive analysis of its training and technical assistance program at least every 2 years.

______ Exceeds ______ Meets ______ Needs Improvement

(Please check one)

Tips: The technical assistance provided by the system is analyzed for its effectiveness in changing site performance. Additionally, the analysis includes a section that addresses ways to strengthen the training and technical assistance program. An analysis of the training and technical assistance program includes:

- Review of compliance to central administration policy about the provision of training and technical assistance
- Feedback from the sites regarding effectiveness of the training and technical assistance program
- Changes in practice of the central administration as regarding training and technical assistance based upon the analysis

QUALITY ASSURANCE: The central administration has a system that determines the degree to which individual sites within the multi-site system meet all HFA accreditation standards

Intent: There is systematic support available that nurtures continuous quality improvement. This system supports its programs in assessing the quality within their own programs as well as offers an objective review by well trained staff within the multi-site system.

Multi-Site Program Policies Requirements:

- Please reference the following policies in the Multi-Site Policy manual (can be provided electronically). Policies include:
  - o Process by which quality assurance services are provided

Q-1 The *central administration* has a written *quality assurance* plan.

Q-1.1 The plan details the purpose, goals, objectives, *policies*, functions and linkages of its *quality assurance* program.

Pre-site Evidence requirements:

- A copy of the quality assurance plan

On-site activities:

- None

Intent: A clearly written quality assurance plan details all quality assurance activities so that sites understand accountability measures they are responsible for meeting. Goals, objectives, policies and functions are described with timeframes and expectations. Linkages indicating how the quality assurance system is connected to the other components of the Multi-Site Addendum should be described. Although the central administration has a written plan, sites also implement site-specific quality improvement processes.

RATING INDICATOR: The purpose, goals, objectives, ***policies***, functions, and linkages (i.e., how the information is ***integrated*** into the system and utilized to make quality improvements across the ***multi-site system***) are clearly and comprehensively addressed in the written ***quality assurance*** plan.

______ Exceeds ______ Meets ______ Needs Improvement
(Please check one)

Tips: Systems are encouraged to include information from all areas of the multi-site system (evaluation, training and technical assistance, administration). Mechanisms for quality assurance activities must include site visits, review of data, feedback from training, policy manuals, cultural sensitivity reviews and may also include surveys and other tools.

Q-1.2 This document serves as a blueprint for operation of the *quality assurance* system for the *central administration*.

Pre-site Evidence requirements:

- None

On-site activities:

- Review reports that are required within the quality assurance plan (quarterly reports, meeting minutes, site visit reports, etc.)
- Interview individual(s) responsible for coordinating quality assurance activities

RATING INDICATOR: The ***quality assurance*** plan guides the implementation and operation of the ***quality assurance*** system.

______ Exceeds _______ Meets ______ Needs Improvement

(Please check one)

Tips: Central administration is encouraged to insure that the documentation of quality insures reviews match the requirements of the plan.

Q-1.3 The *quality assurance* plan is reviewed by *central administration staff* and program managers within the system at least every two years.

Pre-site Evidence requirements:

- A narrative describing review process

On-site activities:

- Minutes of the review or feedback mechanism used for review

Intent: Since the quality assurance plan details exactly how the central administration will review the quality of the programs within the system, it is important to insure that the plan is up-to-date, includes current practice, is based upon needs that will insure quality services, and that program managers and central administration staff provide input. Including program manager feedback into the plan provides central administration with key information about what is helpful and what is not in improving outcomes for families.

RATING INDICATOR: The ***quality assurance*** plan is reviewed at least every other year for its continued effectiveness.

______ Exceeds ______ Meets ______ Needs Improvement

(Please check one)

Tips: Input from program managers/supervisors can be gathered through a variety of ways including, meetings, emails, web portals, websites, committees, surveys, etc.

Q-2 The *multi-site system's data management system* (automated/manual) reflects both current and historical perspectives and is able to capture the data necessary to monitor adherence to the accreditation standards.

Pre-site Evidence requirements:

- A description of data collection system and how it is used

On-site activities:

- Review database reports
- Interview database manager (as appropriate)
- Interview evaluator(s)
- Interview program managers/supervisors, data entry staff

RATING INDICATOR: The ***data management system*** provides current and longitudinal reports for both the system and each site operating within the system and is able to capture the data necessary to monitor adherence to the accreditation standards.

______ Exceeds ______ Meets ______Needs Improvement
(Please check one)

Tips: The database needs to be able to accommodate that can manage expansion and/or program changes.

Q-3 At a minimum, the *central administration* annually monitors sites within its system for ongoing adherence to the standards identified in the HFA Site Self-Assessment Tool.

Intent: Through the use of multiple mechanisms, which include site visits, data, surveys, and evaluation, central administration monitors each site's adherence to the critical elements. This does not imply that the central administration is responsible for correcting site issues but rather that they have a plan to support each site to the adherence to the standards.

Pre-site Evidence requirements:
- A narrative describing how sites are monitored for adherence to the standards
- Sample of mechanisms or tools used for each of the Q-4 standards (blank forms or sample reports)

On-site activities:
- Review site visit reports and schedule
- Review completed mechanisms used (surveys, data-base reports)
- Review feedback from central administration to the site about their progress in meeting the standards
- Site follow-up on identified issues
- Review the mechanism(s) used to review the sites' cultural sensitivity reviews
- Interview quality assurance staff, program managers/supervisors

Q-3.1 The *central administration* monitors program initial *assessment* services for ongoing adherence to the standards identified in the HFA Site Self-Assessment Tool.

RATING INDICATOR: ***Assessment*** services are monitored annually.

______ Exceeds ______ Meets ______ Needs Improvement
(Please check one)

Tips: A variety of materials and mechanisms are used to monitor program assessment services. Monitoring mechanisms may include observing assessments; review of written assessments conducted by worker; review of supervision records; surveys of and interviews with families, staff, and collaborating partners who interact with assessment workers; and review of reports and data on assessment services. Additionally, timing of the screening/assessment, and screening/assessment rates and program acceptance rates are also reviewed.

Q-3.2 The *central administration* monitors program home visitation services for ongoing adherence to the standards identified in the HFA Site Self-Assessment Tool.

RATING INDICATOR: Home visitation services are monitored annually.

______ Exceeds ______ Meets ______ Needs Improvement
(Please check one)

Tips: A variety of materials and mechanisms are used to monitor program home visitation services.

Monitoring mechanisms may include review of family files; review of supervision records; surveys of and interviews with families, staff, and review of reports and data on home visitation services to include:

- Timing of 1st home visit
- Family retention rates
- Home visit rates
- IFSP quality and use
- Developmental screening process
- Parent-child Interaction
- Child development
- Linkage to medical home
- Immunizations
- Referrals
- Caseload management

Q-3.3 The *central administration* monitors the *Cultural Sensitivity Review* completed by each site within its system at least every other year to identify and address any changes that may be needed to insure ongoing adherence to the standards identified in the HFA Site Self-Assessment Tool.

Intent: Culture is broader than race, ethnicity, language, and age. The description may include features and attributes such as the ethnic heritage, race, customs, values, language, gender, religion, sexual orientation, social class, and geographic origin among others, that combine to create a unique cultural identity for families, based on both experience and history. Additionally, programs are encouraged to look at social factors such as: domestic violence, substance abuse, mental health and cognitive abilities as it relates to the families they serve.

RATING INDICATOR: Site Cultural Sensitivity Reviews are monitored at least every other year.

______ Exceeds ______ Meets ______ Needs Improvement
(Please check one)

Tips: Central administration must review each site's Cultural Sensitivity Review a minimum of every other year to support the site in increasing culturally sensitive practice. Central administration is encouraged to develop criteria for this review and document feedback to sites.

Q-3.4 The *central administration* monitors *staff* to supervisor ratios for sites within its system to insure ongoing adherence to the standards identified in the HFA Site Self-Assessment Tool.

RATING INDICATOR: ***Staff*** to supervisor ratios are monitored annually.

______ Exceeds ______ Meets ______ Needs Improvement
(Please check one)

Q-3.5 The *central administration* monitors the content, frequency, and duration, of *supervision* and the professional support and skill development provided to direct service *staff*, as well as to program managers and supervisors to support adherence to the standards identified in the HFA Site Self-Assessment Tool.

Intent: The intent of this standard is to insure that all staff (supervisors, managers, home visitors, assessment staff) receive support, professional development opportunities, skill development and are held accountable for their work.

Pre-site Evidence requirements:

- None

On-site activities:

- Review site visit reports or other documentation used to indicate review of supervision.
- Interview QA staff, program managers/supervisors

RATING INDICATOR: Frequency, duration, and quality (i.e., the content) of ***supervision*** is monitored annually. The ***central administration*** reviews the quantity and quality of ***supervision*** provided to direct service ***staff*** at the site level. In addition, ***central administration*** reviews the professional support and skill development provided to direct service ***staff***, as well as to program managers and supervisors.

______ Exceeds ______ Meets ______ Needs Improvement
(Please check one)

Tips: Quality assurance staff should review the content of the supervision standards as identified in the site self assessment (11-2, 11-4, and 11-5 standards), as well as the frequency and duration to insure adherence to the accreditation standards. Monitoring mechanisms may include: review of site visit reports, data on the quantity and content of supervision at the site level, review of supervision records, observation of supervision, surveys of and interviews with assessment workers, home visitors, supervisors and program managers. Note: Quality of supervision is difficult to document (interview paradigms).

Q-3.6 The *central administration* monitors completion of criminal background checks, reference checks, and measurement and analysis of *personnel*

turnover for individual sites to support adherence to the standards (9-3 and 9-4 standards) identified in the HFA Site Self-Assessment Tool.

Intent: Program should insure the safety of the families and the children that they serve by conducting background checks on the staff and/or volunteers who will come in contact with them.

Personnel turnover impacts family retention, quality of services, home visit rates, caseload weights and staff morale. Central administration staff will be better able to support sites if they are aware of staff retention issues and can promote positive changes.

RATING INDICATOR: Completion of criminal background checks, reference checks and measurement and analysis of personnel turnover.

______ Exceeds ______ Meets ______ Needs Improvement
(Please check one)

Note: Background check are a safety standard in the 2008-2010 Single Site Self Assessment Tool (9-3.B). Each state may need to provide legal "statement papers" regarding the implementation of this standard.

Q-3.7 Sites within the *multi-site system* receive at least one site visit annually for monitoring purposes.

RATING INDICATOR: All sites receive an on-site visit at least once a year.

_____ Exceeds ______ Meets ______ Needs Improvement
(Please check one)

Q-4. The *central administration* provides feedback (i.e., supportive documentation) to sites regarding their adherence to HFA standards.

Pre-site Evidence requirements:

- Description of the feedback mechanisms

On-site activities:

- Interview central administration staff
- Review completed feedback mechanisms including telephone logs, reports, correspondence, and/or action plans from the sites (etc.)

RATING INDICATOR: The system provides verbal and written feedback to sites regarding their performance on at least an annual basis and in a ***timely*** manner.

______ Exceeds ______ Meets ______ Needs Improvement
(Please check one)

Tips: Central administration is encouraged to review patterns of non-adherence across the system in order to strengthen training and technical assistance. Feedback to the sites needs to be provided within a timeframe so feedback is still meaningful to the site and so sites can take corrective action to address areas needing improvement.

Q-5 The *central administration* has *policies* and *procedures* for safeguarding family and *staff* confidentiality. Access to confidential information (i.e., data, files, reports, etc.) is restricted only to authorized *personnel*.

Pre-site Evidence requirements:

- None

On-site activities:

- Interview central administration staff

RATING INDICATOR: Precautions are taken to insure that family and ***staff*** files are secured to allow access only to authorized ***personnel***.

______ Exceeds ______ Meets ______ Needs Improvement

(Please check one)

Tips: This includes using locked file cabinets to store paper files.

For database or website users, password protection is required. Procedures insure that former database users no longer have access to data and there is a plan for periodically changing passwords. Database safeguarding must include password protection on screensavers. (Using only a password on Windows or network start-up is not adequate.).

EVALUATION: The multi-site system has a formal evaluation component which follows a set of general practices consistent with conducting quality evaluation. This evaluation is conducted by qualified researchers and is integrated into the program planning process in a way that informs service delivery.

Intent: The intent of the formal evaluation component of a multi-site system is to evaluate program effectiveness and determine how each site and the system as a whole is meeting its goals, objectives, and expectations. Evaluation should be used not only to inform practice at the central administration level but also to provide site-specific data that each program can use to continuously improve practice. Evaluation is a multi-lateral process that integrates with quality assurance, training and technical assistance, system-wide policy development, and administration. At the same time, these same components inform the evaluation process. In a fully integrated system, communication between all components of the multi-site system interact, sharing information both ways. The results of this integration of all components of the system enhance the quality of services provided by central administration to the sites; the sites to their staff; and the staff to the families served by the program.

Multi-Site Program Policies Requirements:

- Please refer to the Multi-Site Policy manual (can be provided electronically). Policies include:
  - Confidentiality assurances for sharing data within and outside the system
  - Protection of participant privacy and voluntary choice in regards to evaluation
  - Review and approval of evaluation proposals

E-1 The *multi-site system* has a formal written evaluation plan that addresses program implementation, family outcomes (both process and outcome evaluation).

Intent: The overall goal of the evaluation plan is to describe a systematic approach to conducting the evaluation and using the results of the evaluation for program improvement. A comprehensive evaluation plan includes both process and outcome components. The outcome section consists of an analysis of program goals. From the program goals, outcome indicators are identified and tracked in order to assess progress toward the specified outcomes. The process section of the evaluation plan examines how the program is implemented. It describes who is receiving the program, what is happening in the program, and presents an analysis of program factors and their influence on outcomes. The information obtained from the evaluation is then provided to program staff for program feedback and improvement.

E-1.1 The evaluation plan focuses on a system-wide set of implementation, and outcome indicators and is linked to program goals, objectives, and expectations.

Pre-site Evidence requirements:

- A copy of the evaluation plan

On-site activities:

- None

RATING INDICATORS: Service delivery and family outcomes are both included in the evaluation project (both process and outcome evaluation). The evaluation plan is clearly linked to program goals and outcome indicators.

______ Exceeds ______ Meets ______ Needs Improvement
(Please check one)

E-1.2 The evaluation plan is developed through active collaboration among evaluators, *central administration staff*, and program managers.

Pre-site Evidence requirements:

- None

On-site activities:

- Interview principal investigator or evaluation director
- Interview members of the evaluation team (if appropriate)
- Interviews with program managers/supervisors
- Interviews with members of committees that inform the evaluation process

RATING INDICATOR: Evaluators, ***central administration staff*** and program managers were all involved in the development of the evaluation plan.

______ Exceeds ______ Meets ______ Needs Improvement
(Please check one)

Tips: The evaluation plan may be developed and reviewed through program manger/supervisor meetings, committees, surveys, email, web portals, teleconference calls and/or any other method to obtain feedback from program staff within the system.

E-1.3 The plan addresses confidentiality assurances so data can be shared both within and outside of the *multi-site system*.

Pre-site Evidence requirements:

- None

On-site activities:

- Interview evaluators and central administration staff

RATING INDICATOR: The plan establishes a ***policy*** on sharing data and results within and outside the ***multi-site system***.

______ Exceeds ______ Meets ______ Needs Improvement
(Please check one)

E-1.4. This plan is reviewed on a regular basis to insure that it is of sufficient scope to accurately describe progress toward identified implementation and outcome goals.

Pre-site Evidence requirements:

- A copy of the minutes of this review, including staff present

On-site activities:

- Interview principal investigator or evaluation director
- Interview members of the evaluation team (if appropriate)
- Interview program managers/supervisors

RATING INDICATOR: The evaluation plan is reviewed to determine if it is of sufficient scope to provide results which can then be used in program and ***policy*** development and modified when necessary.

______ Exceeds ______ Meets ______ Needs Improvement
(Please check one)

Tips: Sites are encouraged to include in the narrative how and when modifications of the plan are implemented. Expansion or reduction in the size of the system may warrant significant modifications of the plan.

E- 2 The evaluation is conducted by individuals that have experience in evaluation design and implementation.

Intent: The intent of this standard insures that individuals that are responsible for conducting the analysis are familiar with qualitative, process and outcome evaluation tools and does not require the use of randomized trials or scientific evidence.

Pre-site Evidence requirements:

- Resume, curricula vitae of evaluation team

On-site activities:

- Interview principal investigator

RATING INDICATOR: The evaluation is conducted by individuals with appropriate education and experience in program evaluation.

______ Exceeds ______ Meets ______ Needs Improvement
(Please check one)

E-3 The evaluation is an integral component of the *multi-site system* – informing decision-making both at the *central administration* and site level. Results are used to make *policy* and program changes within the system when necessary.

E-3.1 Interim and final results are communicated to the *central administration* and the sites within the *multi-site system*.

Pre-site Evidence requirements:

- Narrative describing how results are communicated to central administration and the sites within the system including dates, timeframe of report dissemination

On-site activities:

- Review most recent evaluation report (may be submitted electronically)
- Review most recent interim evaluation report (may be submitted electronically)
- Interview evaluator(s)
- Interview central administrative staff
- Interview program managers/supervisors or committees which are responsible for reviewing results and communicating to the sites

RATING INDICATOR: Interim and final results are shared with ***central administration staff*** and program managers in a ***timely*** fashion.

______ Exceeds ______ Meets ______ Needs Improvement
(Please check one)

Tips: Evaluation results should be shared with the individual sites.

E-3.2 Evaluation results inform decision-making about system-wide *policies* and procedures as well as program implementation at program sites.

Pre-site Evidence requirements:

- Narrative description of how evaluation results are used to make decisions about system-wide policies and program implementation

On-site activities:

- Interview central administrative staff
- Interview committees that review evaluative data and make recommendations for change, if appropriate
- Review documentation such as policy revisions, practice changes in connection with the evaluation

RATING INDICATOR: Evaluation results are used, in part, to make the program and ***policy*** decisions for the ***multi-site system***.

______ Exceeds ______ Meets ______ Needs Improvement
(Please check one)

Tips: Central administration is encouraged to document which evaluation results have impacted policy and service delivery decisions. Note: How results are used in program and policy development are often difficult to determine through documentation and interviews with examples may be more useful.

E-4 The *central administration* meets all federal, state and local standards to insure family privacy and voluntary choice with regard to research conducted by (or in cooperation with) the *multi-site system*.

Intent: The multi-site system insures that confidential family information is safeguarded within locked program files or computer protected for on-line data systems. Families must be able to participate in all program services even if they decline to complete research tools or otherwise decide not to become a part of the research. Families should be offered services without pressure to participate in the research process. Family data should be protected at all times to insure confidentiality.

Pre-site Evidence requirements:

- Copy of form(s) used to guarantee privacy and voluntary choice with families in the multi-site system

On-site activities:

- Interview evaluation staff
- Interview central administrative staff

RATING INDICATOR: The system's procedures carefully protect each ***family's*** identity and privacy throughout any research project conducted by or with the cooperation of the system, and the procedure insures participants are provided with voluntary informed consent without pressure to participate.

______ Exceeds ______ Meets ______ Needs Improvement
(Please check one)

E-5 The *central administration* has a procedure for reviewing and recommending approval/denial of research proposals involving past or present *families*.

Pre-site Evidence requirements:

- Documentation of approvals or denials of research proposals, if any

On-site activities:

- Interview principal investigator or members of the evaluation team
- Interview central administrative staff

RATING INDICATOR: There is a formal mechanism, such as a written procedure for review and action on any evaluation proposal involving past or present ***families*** or family information.

No Exceeds Rating Indicator for E-5 ______ Meets ______ Needs Improvement
(Please check one)

Tips: Whenever appropriate, approval from institutional review boards must be obtained and documentation of review and approval should be on file.

ADMINISTRATION: The central administration follows a set of general practices consistent with responsible system administration.

Intent: The intent of the administration component standards is to provide guidance regarding responsible system administration that includes advisory group support, hiring practices, a fiscal management process, and strategic planning. All of these administrative processes are designed to provide a long-term planning and implementation process that supports continuation of the HFA multi-site system and its sites.

Multi-Site Program Policies Requirements:

- Please refer to the Multi-Site Policy manual (can be provided electronically). Policies include:
    - Equal opportunity policy
    - Background and reference checks on central administration staff
    - Liability

A-1 The *multi-site system* has a written statement of purpose that guides the administration of its services.

Pre-site Evidence requirements:

- Copy of the written statement of purpose and the method by which it is shared with the sites within the multi-site system.

On-site activities:

- Interview developers of the statement of purpose.

RATING INDICATOR: The written statement of purpose guides the administration of services and reflects the goals and criteria contained in the HFA Critical Elements and the needs of children and families in the broader community. The statement is communicated to sites.

______ Exceeds ______ Meets ______ Needs Improvement
(Please check one)

A-2 The *multi-site system* has a current written strategic plan that guides its activities.

Pre-site Evidence requirements:

- Copy of the strategic plan with the date it was adopted

On-site activities:

- None

RATING INDICATOR: The ***multi-site system*** has a current strategic plan which guides its activities.

______ Exceeds ______ Meets ______ Needs Improvement
(Please check one)

Tips: The strategic plan covers all of the major functional areas of the multi-site system, including, but not limited to, administration, evaluation, quality assurance, site management, technical assistance, and training. Sites within the system should be involved in the development of the plan. Committees may be used to provide input into the strategic planning process.

A-3 The *multi-site system* has a broadly based organized group (not limited to representatives of member sites/host agencies) which serves in an advisory capacity in the planning and coordination of program services and system activities.

Pre-site Evidence requirements:

- Roster of the organized group including length of time on the group, skills, abilities, and appropriate demographics
- Description of the advisory board structure and purpose
- Organizational chart of the organized group including committee structure

On-site activities:

- Review meeting minutes
- Interview Board members

RATING INDICATOR: The ***advisory group*** has input into the planning and coordination of program services and system activities. Members have a wide range of needed skills and abilities and provide a heterogeneous mix in terms of skills, strengths, community knowledge, professions, and cultural diversity (as determined by the central administration) and serves the interests of the community in which it operates either through direct representation by community/state members/program families or another effective alternative. The group is aware of issues related to the broader community and programs.

______ Exceeds ______ Meets ______ Needs Improvement
(Please check one)

A-4 The *central administration staff* and the advisory group work as an effective team to monitor the *multi-site system's* goals and objectives and to recommend strategies for improvement.

Pre-site Evidence requirements:

- None

On-site activities:

- Interview central administration staff
- Interview advisory committee
- Review advisory committee minutes

RATING INDICATOR: The ***central administration staff*** works together with the advisory group to monitor and provide recommendations to the ***multi-site system*** regarding multi-site system goals and objectives.

______ Exceeds ______ Meets ______ Needs Improvement
(Please check one)

A-5 The *central administration* has a written budget to monitor expenditures and revenues, to manage financial resources, and support program activities. The *central administration* also has a budget that includes both *central administration* functions and individual site budgets.

Pre-site Evidence requirements:

- Narrative of the budgeting process for all components of central administration (evaluation, administration, training/technical assistance, quality assurance)

On-site activities:

- Review budgets of all components of the multi-site system
- Review allocation budgets of the sites in the system

RATING INDICATOR: The ***multi-site system*** has a written budget which addresses both ***central administration*** and site functions, and it is used to monitor and manage expenditures for program and administration activities during the year.

No Exceeds Rating Indicator for A-5 ______ Meets ______ Needs Improvement
(Please check one)

A-6 The *central administration* (or its sponsoring organization) prepares and makes available to the community and sites a report on fiscal, statistical, and service data regarding the system.

Pre-site Evidence requirements:

- Copy of central administration's most recent report
- Narrative describing how and to whom it is disseminated

On-site activities:

- Review most recent report

RATING INDICATOR: The ***central administration*** (or its sponsoring organization) produces a report (or a fiscal, statistical, and service summary of program and system level activities) on at least a biannual basis and it is made available to the community.

______ Exceeds ______ Meets ______ Needs Improvement
(Please check one)

Tips: Reports are generated which summarize fiscal statistical and service data at least every two years. Multiple mechanisms may be used to meet this standard.

A-7 The *central administration* and its *subcontractors* are reviewed annually by an independent certified public accountant or, in the case of a governmental department, the appropriate entity responsible for financial oversight. (NOTE: In cases where the *central administration* is housed within a larger organization, the sponsoring organization audit would apply.)

Pre-site Evidence requirements:

- None

On-site activities:

- Review the audit

RATING INDICATOR: The ***central administration*** is reviewed annually by an independent certified public accountant or, in the case of a governmental office, the appropriate entity. In stances where the central administration is part of a larger organization, the audit must, at a minimum, require the same kind and level of oversight as similar programs administered by the larger organization.

No Exceeds Rating Indicator for A-7 ______ Meets ______ Needs Improvement (Please check one)

A-8 The *central administration* (and *subcontractors*, if applicable) actively recruits, employs and promotes qualified *personnel* and administers its *personnel* practices without discrimination based upon age, gender, race, ethnicity, nationality, disability, or religion of the individual under consideration.

Pre-site Evidence requirements:

- None

On-site activities:

- Interview central administration staff responsible for hiring
- Review advertisements for recruitment

RATING INDICATOR: The ***central administration*** has no known violations of equal employment opportunity and practice is non-discriminatory and equitable.

No Exceeds Rating Indicator for A-8 ______ Meets ______ Needs Improvement (Please check one)

A-9 The *central administration*'s (and its *subcontractor's*) *personnel* recruitment and selection practices include background checks, two references, and that personnel selected meet the requirements of their position.

Intent: It is critical that Central Administration protect the safety of participants throughout the entire multi-site system. It is the expectation that any Central Administration personnel including subcontractors who have access to family records or direct interactions with families independently, receive legally permissible background checks and two references, and that personnel selected meet the requirements of their position.

Pre-site Evidence requirements:

- None

On-site activities:

- Review personnel files of central administration staff and subcontractors who are part of the central administration system (background checks, references, resumes or vitae, job descriptions)

RATING INDICATOR: The program has a process which insures positions are posted, that a personal interview is conducted, two reference checks are completed, and background checks are completed with central administration personnel and its subcontractors.

______ Exceeds ______ Meets ______ Needs Improvement
(Please check one)

This is a sentinel standard

A-10 All liability implications of *multi-site system* relations are identified for all parties (i.e., sites, the *central administration*, *subcontractors*, etc.).

Pre-site Evidence requirements:

- None

On-site activities:

- Review contracts between central administration (or funder) and subcontractors that define liability implications for all parties.

RATING INDICATOR: There is review of liability implications for all parties involved in the multi-site system and results of this review are communicated to affected parties (if any).

______ Exceeds ______ Meets ______ Needs Improvement
(Please check one)

END MULTI-SITE ACCREDITATION ADDENDUM