

## **2. SUMMARIES OF COUNCIL ON ACCREDITATION STANDARDS**

### **Administrative and Management**

#### **Ethical Practice, Rights, and Responsibilities (G1)**

The organization informs all persons served of their rights and responsibilities, and provides sufficient information for them to make an informed choice about using its services. It defines its service population and the eligibility criteria for each of its services. The organization provides a culturally competent service environment and provides special protections for persons in out-of-home care. Information about persons served is confidential. Persons served have the right to access their case records, consistent with legal requirements and the organization's professional judgment as to the best interest of the persons served. When the organization participates in or permits research involving persons served, it exhibits due regard for the person's privacy and right to refuse to participate. Written procedures provide applicants and persons served with a formal mechanism for expressing and resolving complaints and grievances. Service delivery is characterized by integrity in decision-making, freedom of choice for persons served, and the priority of professional responsibilities over personal interests. In its daily operations the organization protects the health and safety of the persons and families it serves.

#### **Continuous Quality Improvement (G2.)**

The organization produces a written document describing its CQI process, including time frames and assignment of responsibility for specific tasks. Representatives from all stakeholder groups, including persons served, personnel from all levels of the organization, and other stakeholders, participate in the CQI process. The organization engages in organization-wide long-term planning, and each of the organization's programs or services annually conducts short-term planning in support of the organization's long-term plan. Evaluation of systems and procedures is completed and findings are used to improve performance. At least quarterly, case record reviews are conducted. Each of the organization's services measures outcomes and consumer satisfaction. Clear, accurate, and timely information regarding all aspects of the CQI process is provided to stakeholders. The organization maintains the information that is necessary to effectively plan, manage, and evaluate its programs and services, and takes continual action to improve services and promulgate solutions to the issues identified by its CQI activities.

#### **Organizational Integrity (G3)**

The organization has a written mission and defined purpose that defines how it supports and enhances the lives of the individuals, families, and groups in its community. The organization advocates in partnership with, and on behalf of, persons, groups, and families served, the public or community, and other stakeholders. Written evidence of the organization's source of operating authority is maintained. The governing body or designated authority exercises leadership through an effective and functional structure, and is responsible for adopting policies, guiding organizational development, overseeing financial management, and ensuring the organization's accountability to the public. The organization's governing body or designated authority effectively monitors and evaluates the chief executive officer. The chief executive officer is responsible for monitoring risks that may expose the organization to liability and that may

reveal unsatisfactory service. The governing body or designated authority conducts all financial duties related to its fiduciary role with integrity. The chief executive officer manages and oversees the organization's daily operations. The organization adheres to high standards of ethical conduct in governance and operations to ensure that governing body members, personnel, and/or consultants do not have or give the appearance of conflicts of interest and do not use their relationship with the organization for personal gain. An organization that seeks to raise funds by individual solicitation from the general public conducts those activities in an ethical and fiscally responsible manner. Foundations, not-for-profit corporations, for-profit subsidiaries, or holding companies ("separate legal entities") that are established on the organization's behalf take only those actions that are in the organization's and stakeholders' best interests.

**Management of Human Resources (G4)**

The organization organizes and deploys sufficient human resources to provide appropriate services and ensure optimal outcomes. The responsibilities of personnel and the organization are specified in written policies and procedures. Clear policies, procedures, and practices should actively promote a workplace that is free from unlawful harassment; personnel practices that are equitable, fair, and consistently applied; equal opportunity; and a workplace that is reflective of its community through, for example, practices that encourage the hiring of personnel from diverse backgrounds. Recruitment and selection procedures and practices meet the human resources needs identified in the organization's planning process, and the organization's recruitment and selection procedures aim to select the most qualified applicants and minimize risk of arbitrary or discriminatory treatment of applicants. Retention of culturally competent, strengths-oriented personnel who possess an understanding of the communities served is promoted. The organization ensures that persons who are retained to carry out leadership and supervisory functions are qualified for the roles they assume. An organization that uses volunteers screens and effectively deploys them to augment its ability to serve the community. Records are maintained for all personnel, and personnel are held accountable for their work performance. An environment is created and maintained that encourages full participation of personnel in meeting quality and operational performance goals, and provides professional and organizational growth opportunities. If team-delivered services are provided, the organization establishes role definitions and procedures for cooperative and efficient team work to support its personnel.

**Quality of the Service Environment (G5)**

The organization is housed, equipped, and maintained in a manner that facilitates service delivery and demonstrates respect for persons served. Services are accessible to the defined service population and personnel are in compliance with all applicable legal and regulatory requirements. Compliance with statutory requirements applicable to services and facilities is maintained. The organization's premises and equipment are safe and functional for use by persons served, personnel, and visitors. The organization is prepared to protect persons served, personnel, and facilities during emergency situations. The organization undertakes efforts to prevent and control contagious and infectious diseases. Additional health and safety residential facilities ensure environmental quality and an effective context for service delivery.

### **Financial Management (G6)**

Stable and predictable sources of revenue are sought through diversified and balanced funding streams. The current fiscal cycle is planned for, and a financial information system provides data that support the calculation of service delivery costs against actual or potential revenues. The organization receives, disburses, and accounts for its funds according to sound financial practices and Generally Accepted Accounting Principles. Accountability to the governing body or designated authority, community, and, when applicable, regulatory bodies with regard to prudent fiscal management, is maintained. Controls to ensure proper accounting of payroll costs are in place.

### **Training and Supervision (G7)**

All new personnel are oriented to the mission, objectives, policies, services, and resources of the organization. A training program is provided or arranged that: enables personnel to enhance their knowledge, skills, and abilities; ensures that personnel are appropriately trained to assume their responsibilities; and promotes awareness of and sensitivity to cultural backgrounds and needs. A personnel development and training program ensures that direct service personnel and immediate supervisors implement the organization's mission and are competent in service provision. Training will be provided for program personnel on risk management strategies to protect themselves, persons served, and the organization. Professional responsibility will be assumed by the organization for the quality of work performed by individual personnel, and the organization will ensure that supervisors effectively manage and support personnel.

### **Intake, Assessment, and Service Planning (G8)**

All applicants for services are promptly and responsively screened. All persons and families served receive an intake assessment, a basic assessment, or a comprehensive psychosocial assessment according to their needs and the services provided. Additional assessments will be conducted as necessary to better serve persons and families with special needs. A written service plan is developed in a timely manner for each person, family, or group served, that is based on the assessment's findings and involves to the fullest extent possible the participation of the person, family, or group served. Service planning includes and involves family members and significant others when the person served makes such a request, or if the person served is a minor or is under the care of a legal guardian. The most appropriate and least restrictive or intrusive service alternative to the person or family served will be provided or recommended by the organization. Service planning for persons with special needs will further their personal goals. When greater social inclusion is a service goal for specific individuals, the organization helps the person with special needs to build and maintain natural support systems and to exercise his/her rights and privileges as a full member of the community.

### **Service Delivery (G9)**

Persons and families fully participate in service delivery and are fully informed about service options, setting and modifying service goals, and making decisions about the services they receive. The organization uses service modalities and interventions that are accepted within the field. If medication is dispensed or administered,

appropriate controls exist to ensure safety. The need for service continuity and the coordination of services is addressed. Case records are maintained for each person, family, or group served and the records contain information necessary to provide appropriate services, protect the organization, and comply with legal requirements. Case supervision occurs at least quarterly to evaluate service plan implementation and the appropriateness of services. The organization ensures that termination of service, whether voluntary or involuntary, is an orderly process. The organization identifies when aftercare services are needed or desired and formulates a plan with the persons or families served to meet their needs. The organization follows up, as appropriate. The organization supports community approaches to addressing community problems, as appropriate to its size, expertise, and mission. An educational plan is developed for each child or youth and is coordinated in a manner that maximizes the impact on his/her educational and treatment goals. On-grounds educational programs meet the specific requirements of this section. In making group assignments, the organization considers the needs of all residents for an environment that is orderly, peaceful, and respectful. The organization evaluates the ability of persons served to participate in program activities, including recreational and athletic activities, and obtains appropriate releases.

**Behavior Management (G10)**

The rights and dignity of persons served are respected by the organization when employing behavior management interventions. Organizations employing restrictive behavior management interventions do so in compliance with all applicable legal requirements and under the oversight of its governing body or designated authority. All personnel receive appropriate training in the organization's behavior management practices. Organizations whose policies permit the use of isolation, manual restraint, locked seclusion, and/or mechanical restraint comply with the requirements of this section.

**Administration and Risk Management (G11)**

Exposure to risks are identified and reduced through prevention and risk reduction activities in order to avoid potential loss and liability. The organization acts in accordance with all relevant legal authority, and all information is safely and securely maintained. Media relations are conducted in a manner that accurately conveys information and protects the privacy of persons served. When collaborating with other organizations to deliver services to persons or families, a written service agreement specifies the responsibilities of each organization or party. The organization that engages in contractual agreements as a purchaser or vendor of services complies with applicable standards. When contracting with providers for a component or an array of services, the organization carries out the contracting process according to established procedures and with due regard for standards of best practice. Social and human services purchased from other organizations or providers are monitored and evaluated. An organization that invests funds has controls to ensure the proper management of investments.

### **Selected Services**

#### **Case Management (S5)**

Case Management Services help persons and families achieve or maintain optimum social, psychological, and physical functioning by planning, securing, coordination, and monitoring services from different organizations and personnel on behalf of those served.

#### **Child Protective Services (S10)**

Child Protective Services provide, under statutory authority, protective interventions for children whose parents or legal guardians do not provide the care and protection needed for normal physical and emotional development, and help parents or legal guardians fulfill their parental roles.

#### **Adoption Services (S14)**

Adoption Services are designed to provide:

- ✧ caring relationships in an adoptive family to children who are, or expected to be, legally free for adoption and whose birth parents are unwilling or unable to appropriately care for them; and,
- ✧ a coordinated set of services for the child, the child's birth parents, and adoptive applicants.

#### **Family-Centered Casework (S20)**

Family-Centered Casework strengthens and preserves families by providing a service for a limited length of time using flexible service modalities that are determined by the family's strengths and needs and are designed to:

- ✧ create a safe, stable, and nurturing family environment in which children can grow and develop;
- ✧ promote the safety and well-being of children, family members, and the community;
- ✧ maintain and build upon primary family connections;
- ✧ help parents improve their parenting skills, identify parental strengths, and support parental efforts to care for their children;
- ✧ improve individual and family functioning within the context of his/her and their culture and community;
- ✧ prevent, reduce, or eliminate behaviors, institutional practices, and community conditions that may place a child, family, or community at risk;
- ✧ prevent unnecessary out-of-home care and/or hospitalization of a child; and
- ✧ institute individualized service approaches regarding length and availability of service matched to the urgency of family issues.

**Foster and Kinship Care Services (S21)**

Family Foster Care and Formal Kinship Care services help children whose biological parents cannot care for them, by providing a planned period of care by certified or licensed foster parents or kinship caregivers and by planning for reunification or placement in another permanent living arrangement.

Informal Kinship Care Services support those families providing full-time nurturing and protection of children with whom they have a kinship bond.

**Supported Community Living Services (S23)**

Independent Living for Youth Services serve older adolescents who have been separated from their homes and disconnected from long-term family relationships and who need skills to lead self-sufficient, healthy, productive, and responsible adult lives.