

HEALTHY FAMILIES AMERICA

Multi-Site System Central Administration Standards



VALID FOR MULTI-SITE SYSTEMS USING 8th Edition BPS

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INTRODUCTION & GLOSSARY

WHAT IS A MULTI-SITE SYSTEM?

An affiliated HFA Multi-Site System consists of a central administrative entity providing support to a group of local HFA Sites. The functions of the Central Administration involve policy, training, quality assurance (via a standardized process to assess quality of implementation), technical assistance (variable in format and delivery method and tailored to the needs of each site to improve quality), evaluation (and research when applicable), and administrative support to the system. A primary advantage for multi-site systems is an “economy of the whole” to assist sites in meeting the HFA Best Practice Standards. The HFA Central Administration Standards provide the details regarding expectations pertaining to central administrative functioning. For affiliated Multi Site Systems, the Central Administration is the primary contact with the HFA National Office. The National Office remains always in the role of HFA model developer, while it grants authority for other national functions to be conducted by the Central Administration, such as the affiliation and disaffiliation of sites within its system.

OVERVIEW OF THE HFA Central Administration STANDARDS

The Healthy Families America (HFA) Central Administration Standards are designed as a supplement to the HFA Best Practice Standards. The Central Administration standards establish the expectations for the Central Administration in order to receive HFA Multi-Site System accreditation. In addition to the Central Administration adhering to the Multi-Site System standards found in this document, the sites located within the system must adhere to the HFA Best Practice Standards. Once the Central Administration and the sites within the system have met the threshold of adherence to the HFA standards (as described in more detail on page 9) HFA Multi-Site accreditation will be granted.

HFA PHILOSOPHY:

HFA is an evidence-based voluntary home visiting model designed to provide services to families beginning prenatally, or at birth, through age five. HFA utilizes an infant mental health/relational health approach to achieve its vision for all children to receive nurturing care from their family essential to leading a healthy and productive life.

HFA strategies are relationship-based, culturally respectful, family centered, strength-based (building on parental competencies) and grounded in the parallel process. HFA home visitors develop healthy relationships with families and an alliance with parents to support them in responding sensitively and in a nurturing manner with their young children. HFA offers comprehensive support services designed to promote positive parent-child interaction, healthy child development, healthy relationships, family self-sufficiency and connection to community resources when needed.

It is important to acknowledge the many challenges and stresses families served by HFA have often experienced throughout their lives, including the experience of early childhood trauma. Trauma-informed practice involves an understanding of the following: a) early childhood trauma impacts later behavior; b) some strategies for intervention could inadvertently lead to re-traumatization, hence the need for all staff to attend HFA Core training; and c) evocative or distressing behaviors are often adaptive responses to early trauma.

A successful Multi-Site Systems takes into account the additional stress this places on all staff and works to ensure staff receive extensive training and ongoing reflective supervision which allows them to be effective and mindfully present when working with parents who have experienced early childhood trauma and other major family stresses. Presence requires more “being with” the parent(s) than “doing to”.

Physical safety of staff must also be considered. Multi-Site Systems encourage the sites within the system to have safety policies established and followed, self-care processes in place, and access to reflective supervision (see the 12-2 standards in the HFA Best Practice Standards). These efforts support a continuous quality improvement process which is the basis upon which HFA accreditation is built.

FORMAT:

The Central Administration Standards are structured differently from the HFA Best Practice Standards as they are broadly organized by the six functional areas required of the Central Administration within a Multi-Site System, rather than around the HFA Critical Elements. Central Administration standards are based upon best practices in quality assurance literature, rather than home visiting research. It is the expectation the Central Administration will perform or provide for each of these functional areas.

Each functional area (policies, training, quality assurance, technical assistance, evaluation and administration) is defined by a 1st order standard at the beginning of the section. The functional areas have a series of 2nd and 3rd order standards, which collectively comprise the policies and practices of the system. Unlike the BPS where policy and corresponding practice standards are coupled together, the Central Administration Standards policies are contained in the “P” functional area and are separate from the corresponding practice standards found in the other functional areas. For example, policy standard P-2.8 regarding reviewing research proposals is linked to practice standard E-4.2 which looks at how the policy was followed when research proposals were received. Notes to help connect policy and practice are provided when applicable.

Each 3rd order standard (and stand-alone 2nd order standard) is coupled with a gray-shaded rating indicator box. The rating indicators have been designed to assist the 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 necessary during the self-study development process. Peer reviewers use the rating indicator as part of the criteria with which they evaluate a standard. The rating indicators are used to determine if the Central Administration is exceeding, meeting, or not yet meeting the expectation of the standard. Each rating indicator is represented by a numerical system (3-exceeds, 2-meets, 1-does not meet).

SAFETY STANDARDS:

Safety standards **must be in adherence** in order to be accredited as they impact the safety of the families being served. These include **standard Q-4.5, monitoring all safety and essential standards in the Best Practice Standards for sites within the multi-site system, standard E-4.1, providing assurances of family privacy and confidentiality, and standard A-5.2, conducting personnel criminal background checks.**

INTENTS:

The 1st order standards include an overall intent of the functional area. The intent provides the context or foundation for the function. Intent is also included for many of the 2nd and 3rd order standards to further clarify what is expected, or the purpose of the standards. The intent focuses on providing more detail on the “why” behind the standards.

TIPS:

The tips were designed to help with implementation of standards. The tips are not required, but typically focus on ideas related to how the Central Administration may choose to implement the standard.

TABLES OF DOCUMENTATION:

At the end of each section is a Table of Documentation. In preparation for accreditation, this table indicates the pre-site documentation the Central Administration will include in its self-study. The self-study is sent to the Peer Reviewers six weeks prior to the Central Administration site visit.

ACCREDITATION:

The Accreditation process is structured in three steps. Each of these steps allows the Central Administration to modify or tailor its current policies and/or practices. While the accreditation process is required every five years for multi-site systems to maintain HFA accreditation, systems are encouraged to embrace an ongoing philosophy of continuous quality improvement by making the “Standards” a part of everyday practices.

Step 1 - The Self-Study

The initial step in the Accreditation process is the development of the self-study. The self-study is the first opportunity to demonstrate implementation and serves as both a process and ultimately a prepared document compiled to reflect implementation in the six functional areas. This self-study process is one of continuous quality improvement whereby growth and positive change is achieved through an intense examination of the Central Administration six functional areas. The process also reinforces the maintenance of standards already fully implemented to fidelity.

Electronic surveys will be administered to program managers or whoever is responsible for operating the HFA site at the local level. Pre-site materials may be submitted electronically. In general, the timeframe for gathering documentation for the Central Administration standards will be one year. If the system has made changes to any of its practice within the 12 months leading up to the Central Administration site visit, “recent practice” will be used to rate the standards, when applicable.

Each site within the Multi-Site System as well as the Central Administration will prepare a self-study in preparation for accreditation, which demonstrates implementation of the HFA Best Practice Standards. All sites within the System will prepare and submit a self-study to the Central Administration in advance of the Central Administration site visit for review and feedback.

Step 2 - The Site Visit

The second step in the Accreditation process is the accreditation site visit. For Multi-Site Systems, the Central Administration receives the first visit. During the Central Administration visit, local sites within the system will be selected for HFA peer review site visits (30% - 60% depending on the tenure and stability of the system). These visits will take place in the months following the Central Administration’s site visit. The Central Administration self-study is used in conjunction with information learned during the site visit to determine a rating for each Central Administration standard. The peer team familiarizes themselves with the system’s processes during the weeks leading up to the site visit by reviewing the self-study and identifying areas requiring further clarification. Onsite, the peer team completes a review of documentation (i.e., quality assurance and technical assistance documentation, personnel records, meeting minutes, training documentation and other related documentation) and conducts detailed interviews with Central Administration staff and contractors, program managers from sites within the multi-site system and advisory members. Once compiled, the peer team utilizes its findings to determine the rating of each standard. As described above, a rating of 1, 2 or 3 is assigned to each standard and when a 1 rating of not yet in adherence is assigned to a standard, detailed information will be provided to indicate the basis for the rating. The rating for each of the standards is provided in the Accreditation Site Visit Report (SVR).

Please note:

- Interviews with Central Administration staff and contractors, and site staff may be conducted virtually when there is extensive travel time or costs, or there is inclement weather.
- Interviews will be conducted with a sample of program managers/supervisors selected by the peer review team (site size and location will be considered to ensure a cross-section of sites represented).
- When the Central Administration has a policy with more rigorous expectation than the standards, the Central Administration and the sites will be held to the HFA Central Administration Standards versus the multi-site system’s policy.

Step 3 - Response Period

The final step in the Accreditation process requires the Central Administration and sites to address the standards rated out of adherence (1 rating) as outlined in the SVR. Sites submit detailed narratives, much like a Quality Improvement Plan, coupled with documentation of implementation to the HFA Accreditation Panel (the Panel). Upon review of the materials, the Panel determines if the site has shown sufficient documentation to warrant an upgrade of the standard. The final decision to accredit a multi-site system is made by the Panel based on the demonstrated improvement and ability of the Central Administration to meet the established minimum threshold of standards in adherence. The minimum threshold requires 100% of 1st order standards rated as a 2 or 3, 100% of safety standards rated as a 2 or 3, and at least 90% (62 of 69) of all 3rd order and unsupported 2nd order standards rated as a 2 or 3. Plus, all sites within the multi-site system selected to receive a site visit must meet the established minimum threshold requirements of the HFA Best Practice Standards which includes 100% of 1st order standards, 100% of safety standards, and 85% (131 of 154) of 3rd and unsupported 2nd order standards in adherence (rated as a 2 or 3) for the multi-site system as a whole to receive accreditation.

During the accreditation process, the Central Administration will assist sites in preparing for accreditation site visits and will provide support following the site visit to bring standards of non-adherence into adherence. For sites not meeting the accreditation threshold, the Central Administration will work with the sites as they prepare a response to the National Office.

GLOSSARY

Accelerated Protocols - An option for HFA service delivery available only to sites that enroll families at low risk (based on a comprehensive psychosocial assessment). This means the FROG score is less than 10 for each parent that has been scored (i.e. if only the mother is scored, she must be with a score less than 10, and if both parents are scored both must be at less than 10). Families remaining at low-risk may complete services in less than three years, when criteria for successful completion of program (see HFA Level Change forms) have been met.

Central Administration - The staff responsible for supporting the individual sites within the multi-site system and for carrying out the six functional areas of the Multi-Site Standards.

Critical Incidents - Situations or events that may arise in which use of public relations are required for damage control and to minimize negative effects caused by the situation or event. Events that may rise to the level of media or other attention are to be reported within one business day to the National Office. This includes:

- child or caregiver death or serious abuse incidents prompting criminal investigation or media involvement
- litigation pertaining to Healthy Families work/services against staff or the agency

Miscarriages, stillbirths and deaths caused by illness, accident, or natural causes are not included.

Comprehensive Analysis - A detailed study and reporting of patterns and trends for the purpose of developing strategies for improvement. Multi-site systems are required to conduct a comprehensive analysis of their systems for training (T-3), technical assistance (TA-6), and quality assurance (Q-6) at least once every two years.

Child Welfare Protocols (CWP) - HFA services that are provided for families referred by the Child Protective Services (CPS). CWP allows for families referred by CPS to enroll up to 24 months after the child is born. Services must continue to be offered for up to three years, regardless of the age of the child at intake. Use of Child Welfare Protocols must be approved by HFA National Office. Sites approved to use CWP must have a strong relationship with CPS, ensure staff receive specific training (stated in the Implementation Plan for CWP), and must be able to code family data to allow the site to analyze CWP families and report separately.

Data Management System - A system of data collection that provides current and longitudinal reports and which captures the data necessary for the Central Administration and individual sites within the Multi-site System to monitor each site's adherence to the HFA Best Practice Standards.

Equity Plan - An Equity Plan results from the Central Administration's intentional, honest, critical and reflective look inward (self-assessment) that also integrates feedback received from sites. This level of exploration allows the Central Administration to assess their capacity to 1) provide sites with access to culturally respectful and responsive services, 2) create a diverse, inclusive and supportive work culture for staff, and 3) operate within the context of the community and in partnership with other providers to strengthen services. Based on what the Central Administration learns, activities are applied to promote equity and advance the current level of cultural humility at the site, staff and/or community level.

Evaluation - A process to critically examine the work of HFA at the local and systems levels. It involves collecting and analyzing information about implementation, impacts and outcomes. Its purpose is to improve effectiveness, and/or to inform programming decisions. Evaluators are encouraged to publish outcomes/evaluation results in a peer-reviewed journal.

Evidence-Based Practice - For evidenced-based practice, the following two core research principles apply. To be considered evidenced-based, sites must:

1. Demonstrate ongoing positive outcomes for children, parents and other primary caregivers which enhance child health and development by improving factors such as prenatal health; pregnancy outcomes; child health; physical, cognitive, language and social emotional development; school readiness; academic success; positive parenting practices; parent involvement; reductions in child abuse, neglect and injury; birth intervals between pregnancies; family stability; economic self-sufficiency; maternal employment; or reductions in maternal and child involvement in the criminal justice system.
2. Conform to a clear consistent home visiting model (HFA) which has been in existence for at least three years and is research-based; grounded in relevant empirically-based knowledge; linked to determined outcomes; associated with a national organization or institution of higher education that has comprehensive home visiting standards to ensure high quality service delivery and continuous quality improvement; and has demonstrated significant positive outcomes, as described in the paragraph above, when evaluated using well-designed and rigorous randomized controlled or well-designed and rigorous quasi-experimental research designs.

Functional Areas - Multi-site systems are responsible for leading and supporting HFA sites within their system by providing the following functions:

- **Policy:** Central Administrations are to provide policies and procedures to guide the operations of the Central Administration, as well as policies to guide the sites within the system in implementation of the HFA Best Practice Standards.
- **Training:** A system that ensures all staff at the Central Administration and the local sites receive trainings required by the HFA Best Practice Standards in a timely manner. Central Administration must also provide access to training that meet training needs that have been identified within their system.
- **Technical Assistance:** A system of providing support to improve implementation of the model and the quality of services being provided.
- **Quality Assurance:** A system to determine the degree to which each site within the system meet the HFA Best Practice Standards.
- **Evaluation:** A system to evaluate effectiveness of services provided and determine how each site, and the system as a whole meet set goals, objectives, and expectations. Evaluation should look at process measures (reaching the numbers of each anticipated measure) and outcome measures.
- **Administration:** A set of general practices consistent with general responsible administration. This includes having an organized group that serves in an advisory capacity regarding planning, and coordination of system services and activities, ensuring promotion of equity, budgeting and monitoring expenditures, meeting human resources requirements in selecting staff, and affiliating and disaffiliating sites within the system.

Grievance/Complaint - HFA requires that Central Administration have a policy and process for addressing any grievance sites might have with the Central Administration. The policy must include steps sites are to follow when reporting a grievance, the responsible party for receiving and responding to the grievance, process for defining the issue and developing an action plan for resolution, and the time frame for resolution.

Model Developer - The HFA National Office is the model developer for the HFA model.

Monitor - To keep track of through the ongoing collection of available information. The extent of the information collected for tracking/monitoring purposes will vary and is a less rigorous process than compiling data for an analysis. In some situations, available data will be minimal, such as when tracking missed screens, in which case the site may not be able to determine much more than the total number missed and the referral source. In other situations, such as when monitoring the initial engagement process, the site will have more data available that it can use to address issues and inform its decision-making.

Multi-Site System - An affiliated Multi-Site System consists of a central administrative entity providing support to a group of HFA Single Sites. The functions of the Central Administration involve the delivery of training, technical assistance, quality assurance, evaluation, policy and administrative guidance to the system as a whole. The HFA Central Administration Standards provide further detail regarding expectations pertaining to Central Administration functioning.

Recent Practice - the period of time required to demonstrate consistent practice across all staff of any new policy or procedural changes. Most often this period of time is a minimum of the three most recent consecutive months, though there may be certain circumstances when additional time is necessary to illustrate implementation.

QA Provider - An agency or individual(s) who provide the function of Quality Assurance (see Functional Areas) when it is not provided from within the Central Administration itself.

Quality Assurance - The Central Administration's activities to monitor local site adherence to the Best Practice Standards, as outlined in the Central Administration's quality assurance plan. Quality assurance utilizes multiple mechanisms to monitor a variety of the Best Practice Standards as outlined in Q-4. The approach includes, review of family and site files, site data, policy manuals, analyses, local quality assurance plans, and information about staff retention and staff feedback. Quality assurance activities may include observations of home visits or supervision, and conversations with families, staff, advisory board or other stakeholders.

The approach to QA in HFA is strength-based and reflective, identifying the site's areas of strength and communicating honestly about areas for further strengthening. QA is a part of a learning framework encouraging curiosity in both site and Central Administration staff, informs development of future Central Administration practices and policies and sets the stage for growth in sites. Local site staff are engaged in the QA process as it creates space for the site to understand the value of QA and fosters site learning about and strengthening of the quality of services. A key component of QA is timely feedback provided to the site, both throughout the review process as well as provided verbally and in writing at the conclusion of the review process.

Quality Assurance visit - A QA provider from the Central Administration conducts a visits (virtually and/or in-person) to review and provide feedback on the site's adherence to HFA Best Practice Standards.

Quality Improvement - Efforts that incorporate specific, measurable, attainable, realistic, and time-oriented improvement goals carried out by the entire team with an intent to test small changes and their impact on process and/or outcomes.

Safety Standard - These are standards that must be met in order to be accredited as they impact the safety of the families being served and the staff serving them.

Site Definitions - HFA has set criteria for how sites are defined including single sites, multi-county single sites, multi-agency single sites, COA clusters, and Multi-Site Systems. Site definitions can be found in HFA Network Resources at <https://www.healthyfamiliesamerica.org/network-resources/hfa-site-definitions/>.

TA Provider - An agency or individual(s) who provide the function of Technical Assistance (see Functional Areas) when it is not provided from within the Central Administration itself.

Technical Assistance - Providing support around implementation of the HFA model and adherence to system specific policies to ensure quality services to families. TA can be provided to individuals or groups, and in most cases is provided to the Program Manager, Supervisors or other site leadership. TA encompasses a range of activities at a variety of levels of intensity, over the short or long term.

Technical Assistance to HFA sites is collaborative rather than directive, strength-based, and is a part of the parallel process. TA providers utilize the same values and reflective approach with site leaders that supervisors do with staff and home visitors do with families.

The focus of TA differs from training in that the objective of TA is narrow and focused on specific needs and priorities of a site. Supporting sites or staff in implementing training knowledge and skills into practice falls under training, rather than TA. Support to direct service staff typically is categorized as training as well.

TA differs from Quality Assurance (QA) in that the objective of TA is not to assess adherence to standards or policy, but to act in partnership with sites to support change, address gaps, barriers and needs, and to partner with site leaders in finding potential solutions. QA gathers information about performance and quality, TA is the support and information that can lead to improvements and innovation. TA follows QA activities, supporting sites in addressing any areas identified to strengthen.

POLICIES

The Central Administration has established a set of policies which detail the functioning of the Central Administration and guide site operation across the multi-site system.



Intent: To ensure the system has a set of system-wide policies to guide the functioning of the Central Administration and specify the interactions between the Central Administration and the sites within its system (P-2). Additional policies, often in a separate policy manual, focus on site-specific policy as related to the HFA Best Practice Standards (P-1).




P-1 The Central Administration has policies which guide site operations and implementation of the HFA Best Practice Standards at the local level.

Intent: The Multi-Site system Central Administration develops policies so entities which are part of the system have a central point of reference to determine site operations. Policies address every critical element in the HFA Best Practice Standards, though not necessarily every policy standard, to the extent local discretion around some policies may be allowed. To encourage realistic policy as well as inclusion of the multi-site system network, sites are encouraged to provide input into the development of policy or at a minimum, have opportunities for feedback.

A Central Administration needs to be clear with the sites in its system about how its site level operations policy manual is to be used. For example, there may be policies which must be followed the same at each site, and sites are essentially to copy and paste into their own local Policy and Procedure manual what the Central Administration provides. Other policies, such as local screening processes (1-2.A) may vary from community to community, and therefore require local customization. In these situations, the Central Administration instead provides instruction of what the local policy needs to include.

P-1.1 The Central Administration has established and maintains written policies governing contractual requirements (if applicable) and operation at the site level. These policies include how sites within the multi-site system operationalize the standards identified in the HFA Best Practice Standards, and the process for making changes to the policy manual, including the timeframe for communicating changes to local sites.

P-1.1 RATING INDICATORS

-  **3** No “3” rating indicator for P-1.1.
-  **2** The Central Administration’s policy manual guides sites in critical areas of site operations and contractual requirements. This manual provides system-specific policies related to the HFA Best Practice Standards and identifies the procedures for making any changes to the policy manual, including the timeframe for communicating changes to local sites.
-  **1** The Central Administration’s policy manual does not yet provide guidance to the sites within the system regarding the critical areas of site operation and contractual requirements; or does not yet address the HFA Best Practice Standards; or does not yet include the procedures and timeframe for communicating changes to the policy manual; or there is no policy manual to guide site level operations.



TIP: The Central Administration may find it helpful to use, or at least reference, HFA’s Policy and Procedure template and checklist, when creating their own policy manual.

P-1.2 Multi-site system policies (related to site operation) are developed and refined/revise, in part, with input from sites within the system, and with up-to-date information from the other Central Administration functional areas of policy, training, quality assurance, technical assistance, evaluation, and administration.

Intent: Sites have input into policy development and revisions. As policy changes may greatly impact site services and therefore direct service staff, staff input ensures discussion about the impact of new policy on practice. The multi-site system develops the methods through which input is provided into multi-site policies.

P-1.2 RATING INDICATORS

- 3** Information from **all** the Central Administration's functional areas of policy, training, quality assurance, technical assistance, evaluation, and administration are used to make system and site level policy related decisions. Sites also have input into the development and refinement of the policies.
- 2** Information from **a majority (4 of 6)** of the Central Administration's functional areas of policy, training, quality assurance, technical assistance, evaluation, and administration are used to make system and site level policy related decisions. Sites also have input into the development and refinement of the multi-site system's policies.
- 1** Information from less than a majority (3 or fewer) the Central Administration's functional areas of policy, training, quality assurance, technical assistance, evaluation, and administration are used to make system and site level policy related decisions; or sites do not yet have input into the development and refinement of the multi-site system's policies.



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

P-1.3 The Central Administration communicates, clarifies, and updates the sites regarding any changes to policies and procedures regarding guidance on the implementation of the HFA Best Practice Standards.

Intent: The guidance the Central Administration provides to sites regarding how the HFA Best Practice Standards are to be implemented will change based on changes to the standards or changes to system-level rules and regulations, which impact site implementation. It is critical sites be informed of these changes in a timely way and prior to taking effect. It is important sites have prompt notification with as much lead time as possible, to ensure sufficient time to complete local policy change, train staff on any changes, modify documentation and data collection processes and implement new practice with the families served. Multi-site systems utilize a variety of mechanisms to communicate these changes through emails, web portals, posting on websites, through quality assurance site visits, technical assistance, teleconference calls, webinars, program manager/supervisor meetings, and/or other methods of communicating change.

P-1.3 RATING INDICATORS




- 3** The Central Administration ensures changes and updates to policies and procedures regarding BPS implementation are communicated in a timely way (as identified in its P-1.1 policy) and distributed to the sites within the system and other appropriate parties.
- 2** Past instances may have occurred when the Central Administration did not ensure changes and updates to policies and procedures regarding BPS implementation were communicated in a timely way (as identified in its P-1.1 policy), however, **recent practice** indicates changes are now communicated as they occur.
- 1** The Central Administration does not yet ensure changes and updates to policies and procedures regarding BPS implementation are communicated in a timely way (as identified in its P-1.1 policy) and distributed to the sites within the system and other appropriate parties.

P-2 The Central Administration has policies which guide and inform sites on the functioning of the Central Administration and the interactions between the Central Administration and the sites.

P.2-1 The Central Administration has established and maintains written policies governing the operation of the Central Administration including policies related to its functioning in the areas of training, quality assurance, technical assistance, evaluation and administration, and the timeframe for communicating changes to sites.

Intent: The Central Administration has policies so all entities which are part of the multi-site system are informed of the responsibilities of the Central Administration and how each entity interacts with the multi-site system.

P-2-1 RATING INDICATORS

-  **3** No “3” rating indicator for P-2-1.
-  **2** The Central Administration’s policy manual provides system-specific policies related to the Central Administration functional areas including training, quality assurance, technical assistance, evaluation and administration and the interactions between the Central Administration and the sites, and the timeframe for communicating changes to sites.
-  **1** The Central Administration’s policy manual does not yet address the functional areas of the multi-site system including training, quality assurance, technical assistance, evaluation, and administration; or the interactions between the Central Administration and the sites; or the timeframe for communicating changes to sites; or there is no system level policy manual.






TIP: Multi-site systems are encouraged to provide sites with access to the multi-site policy manual as a part of the orientation all site staff (program managers, supervisors, and direct service staff) receive regarding the multi-site system (see standard T-2.1).

P-2.2 The Central Administration communicates, clarifies, and updates the sites regarding the policies and procedures, and functions of the multi-site system.




Intent: The multi-site system policies and procedures will change as rules and regulations are modified. Changes in training, quality assurance, technical assistance, evaluation, and administration will most often impact site operations. It is therefore critical sites be informed of these changes in a timely way to modify practice and improve services to the families served. Multi-site systems 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, webinars, program manager/supervisor meetings, and/or other communication methods.

P-2.2 RATING INDICATORS

-  **3** The Central Administration ensures changes and updates to the policies and procedures, and functions of the multi-site system are communicated in a timely way as changes are made and distributed to the sites within the system and other appropriate parties.
-  **2** Past instances may have occurred when the Central Administration did not ensure changes and updates to the policies and procedures, and functions of the multi-site system were communicated in a timely way as changes were made and distributed to the sites within the system and other appropriate parties; however, **recent practice** indicates changes are now communicated as they occur.
-  **1** The Central Administration does not yet ensure changes and updates to the policies and procedures, and functions of the multi-site system are communicated in a timely way as changes are made and distributed to the sites within the system and other appropriate parties.

P-2.3 The Central Administration has a policy describing how training is delivered within the system. Policy includes a description of which trainings (i.e., orientation, core, wrap-around) are provided by the Central Administration, which are the responsibility of a subcontractor (when the Central Administration chooses to contract externally for training), and/or which are the responsibility of the sites.

P-2.3 RATING INDICATORS




-  **3** The policy describing which trainings are the responsibility of the Central Administration and which are the responsibility of sites within the system is clearly defined and communicated to the sites initially and then as needed. **The policy also includes ways the Central Administration supports on-the-job application of knowledge and skills acquired via HFA Core training (T-2.4) for direct service staff, Supervisors and Program Managers.**
-  **2** The policy describing which trainings are the responsibility of the Central Administration and which are the responsibility of sites within the system is clearly defined and communicated to the sites initially and then as needed.
-  **1** There is no policy describing which trainings are the responsibility of the Central Administration and which are the responsibility of sites within the system; or the process is not yet communicated to sites.



TIP: There are many ways a Central Administration can augment training to support on-the-job application of knowledge and skills learned in Core training. This can include things like requiring follow-up training for staff weeks later to hear how things have gone since they began utilizing core training skills, including what has worked, what has been challenging and providing additional practice opportunities. It may also be bringing supervisors together on a regular basis to discuss coaching techniques with staff around specific skills, such as use of reflective strategies, working with parents to develop Family Goals and/or providing supervisors and program managers with exposure and practice of reflective supervision skills.

P-2.4 The Central Administration has a policy describing the quality assurance process it provides to sites, including the frequency of site visits, and the 4-6 week timeframe to provide written summary of the visit to the site (Q-5).




P-2.4 RATING INDICATORS

-  **3** No “3” rating for P-2.4.
-  **2** The policy describing the how quality assurance is provided to sites, the frequency of site visits and the 4-6 week timeframe for providing written summary of the visit to the site, is clearly defined and communicated to the sites initially and as needed.
-  **1** There is no policy describing how quality assurance is provided to sites, the frequency of site visits or the 4-6 week timeframe for providing a written summary of the visit to the site, or the process is not yet communicated to sites.

P-2.5 The Central Administration has a policy used to define how technical assistance is provided to the sites including timeframes for delivery of technical assistance, types and amount of TA support available to sites, and whether technical assistance (TA) is prioritized to sites, etc.

Intent: Affiliation of a multi-site system bestows upon the Central Administration the responsibility for ensuring sites within its system implement the HFA model to fidelity and in accordance with the HFA Best Practice Standards. Given limited Central Administration resources (personnel, fiscal, etc.) it is important for a Central Administration to optimize its staffing capacity for technical assistance, ensuring all sites can access support on a regular basis while prioritizing the needs of sites who may need more support than others owing to leadership changes, staff turnover, etc. (similar to how we think of the SS level for families experiencing temporary crisis situations).




P-2.5 RATING INDICATORS

-  **3** No “3” rating for P-2.5.
-  **2** The policy describing how technical assistance is provided to the sites (e.g. when technical assistance might be prioritized for particular sites, the mechanism for providing technical assistance, timeframe for delivery of TA, types of documentation monitored, shadowing, etc.) is clearly defined and communicated to the sites initially and then as needed.
-  **1** There is no policy defining how technical assistance is provided to the sites, or the process is not yet communicated to sites.

P-2.6 The Central Administration has policies describing protection of participant privacy and confidentiality assurances for sharing data within and outside the system. Refer to practice standard E-4.1 for implementation of P-2.6 policy standard.




Intent: This includes using locked file cabinets to store paper files and password protection for electronic files. Procedures ensure 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).

P-2.6 RATING INDICATORS

-  **3** No “3” rating for P-2.6.
-  **2** The policy describing protection of participant privacy and confidentiality assurances for sharing data within and outside the system is clearly defined and communicated to the sites initially and then as needed.
-  **1** There is no policy describing protection of participant privacy and confidentiality assurances for sharing data within and outside the system, or the process is not yet communicated to the sites.

P-2.7 The Central Administration has policies describing voluntary choice for families regarding participation in evaluation and/or research. Refer to practice standard E-4.1 for implementation of P-2.7 policy.

P-2.7 RATING INDICATORS

-  **3** No “3” rating for P-2.7.
-  **2** The policy describing voluntary choice regarding evaluation and/or research is clearly defined and communicated to the sites initially and then as needed.
-  **1** There is no policy describing voluntary choice regarding evaluation and/or research, or the process is not yet communicated to sites.

P-2.8 The Central Administration has a policy for reviewing and recommending approval or denial of research proposals involving past or present families and/or the use of family data. The policy includes:




- a description of the group who will conduct this review
- protocols (or steps) for the review, with clearly outlined methods to ensure participant informed and voluntary consent and confidentiality of data
- a summary of potential risks and benefits to participants, as well as attention to any additional data burden for staff
- the projected timeline for completion of the process, taking into consideration any additional layers of approval required from the central admin’s oversight agency

For approved proposals, Central Administration policy also includes these steps to maintain adherence to the National Office’s HFA Research Policy:

- notification of the National Office (via Training and TA Specialist) prior to beginning the research project
- completion of the Research Project online survey form which requires a summary of the research proposal and contact information for the principal investigator
- annual updates on study progress, reports, and any plans for dissemination of results




Whenever appropriate, approval from Institutional Review Boards (IRBs) must be obtained and documentation of their review and approval maintained in Central Administration files. Refer to practice standard E-4.2 for implementation of P-2.8 policy.

P-2.8 RATING INDICATORS

-  **3** No “3” rating indicator for P-2.8.
-  **2** The Central Administration has policy for reviewing and recommending action on any evaluation and/or research proposal involving past and present families or family data, and includes all items listed in the standard.
-  **1** There is no policy regarding the review and approval process on any evaluation and/or research proposals involving past and present families or use of family data.

P-2.9 The Central Administration has policy regarding background and reference checks on Central Administration staff and subcontractors who have access to families or to their identified data. Refer to practice standard A-5.2 (safety standard) for implementation of P-2.9 policy.

P-2.9 RATING INDICATORS

-  **3** No “3” rating for P-2.9.
-  **2** The policy regarding background and reference checks on Central Administration staff and contractors is clearly defined and communicated to the sites initially and then as needed.
-  **1** There is no policy regarding background and reference checks on Central Administration staff and contractors, or the policy is not yet communicated to sites.




P-3 There is policy for establishing and revoking affiliation with the multi-site system. The process can be initiated at the site or the Central Administration level. Refer to practice standard A-7 regarding the implementation of P-3 policy.

Intent: Sites which are not performing according to the critical elements or contract, when applicable, need close monitoring and ultimately a determination of whether the site will remain as part of the multi-site system. Sites should also be informed when disaffiliation is tied to funding.

Multi-site systems are encouraged to develop criteria for sites 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 ensuring a new site will participate fully in all activities of the multi-site system.

Any time the Central Administration makes a decision to affiliate a new site within its system, or to disaffiliate a site, including any sites that merge into a combined site or split into separate sites, or approves a new host organization to take responsibility for an existing site, the Central Administration must notify via email the assigned Training & TA Specialist at the HFA National Office within one month of the date the formal decision was made or contract with the local provider was executed, and these decisions must be in alignment with HFA's site definitions.




P-3 RATING INDICATORS

-  **3** No "3" rating for P-3.
-  **2** The policy for establishing or revoking affiliation with the multi-site system is clearly defined (such that prospective sites and established sites know what the Central Admin's process and requirements are for either affiliating or disaffiliating sites with the system). The policy incorporates HFA site definitions, includes notification to the HFA National Office within one month of all affiliations, disaffiliations, or change in host organization, and is communicated to the sites initially and as needed.
-  **1** There is no criteria and/or process for establishing and revoking affiliation with the multi-site system, and/or the criteria and process is not communicated to the sites; or affiliations and disaffiliations do not yet involve HFA site definitions or are not yet communicated to the HFA National Office within one month of when they occur.

P-4 The Central Administration has policy indicating how sites report grievances they might have with the central administration and includes an appeals process. Refer to practice standard A-8 for implementation of P-4 policy.

Intent: Because of frequent interactions between the Central Administration and its sites, a formal grievance policy exists to ensure fairness in resolving issues when the need arises and when less formal communication processes are insufficient. An appeals process is also included in the policy. The grievance policy is communicated to all sites in the system.

P-4 RATING INDICATORS




-  **3** No "3" rating for P-4.
-  **2** The policy regarding grievance resolution within the Multi-Site System (between the Central Administration and its sites) describes the Central Admin's approach to handling grievances and includes:
 - Steps sites are expected to follow when reporting a grievance
 - Indication of the responsible party for receiving and responding to any grievances
 - 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, when needed, to assist the site in reaching goals identified in action plan, and
 - A clearly defined appeals process.
-  **1** Any of the following: There is no policy regarding how grievances are resolved within the multi-site system, the policy does not include all the items listed in the 2-rating.

P-5 The Central Administration has policy requiring sites to communicate critical incidents within one business day of knowledge of the incident to the Central Administration. Critical incidents include:

- Child or caregiver death or serious abuse incidents prompting criminal investigation or media involvement,
- Litigation pertaining to Healthy Families work/services against staff or the agency,
- The Central Administration notifies the HFA National Office immediately if any of the above critical incidents escalate to state and/or national level attention. Refer to practice standard A-10 for implementation of P-5 policy.
- To inform the National Office, please submit [this form](#) as instructed.

Intent: Though not common, situations may arise when the Central Administration must utilize public relations for damage control to minimize the negative effect caused by an event or series of events. Public relations is about building, improving and maintaining the public image and perception of an individual, company or organization. To ensure the most appropriate response and public communication about such events, sites are to communicate critical incidents to the Central Administration within one business day, and the Central Administration likewise communicates these to the National Office when the situation garners heightened media attention. Should the National Office be contacted by the media, national staff must employ its own public relations response. In each case, the Central Administration and National Office can do effective public relations work when information of the incident has been communicated in a timely way. The National Office has a critical incident form to be used for communication purposes.

P-5 RATING INDICATORS

-  **3** No “3” rating for P-5.
-  **2** The policy describing communication procedures sites are to follow to advise the Central Administration of any critical incidents include the situations detailed in the standard, the need for communication within one business day of the site becoming aware of any of these situations, and the Central Administration communicating with the HFA National Office immediately when the situation requires it.
-  **1** Any of the following: There is no policy and procedure regarding the communication of critical incidents; the policy does not include all required situations; or the policy does not require notification to the Central Administration within one business day and to the HFA National Office immediately when the situation requires it.

Tables of Documentation

POLICIES: The Central Administration has established a set of policies which detail the functioning of the Central Administration and guide site operation across the multi-site system.

Standard

Pre-Site Documentation to include in Self Study

P-1.1 | Policy and Procedures manual including how sites operationalize the Best Practice Standards; the process for updating the P/P Manual and timeframe for communicating changes to sites

Submit policy manual. If not included in the policy manual, also submit a narrative describing the process for making changes and updates to the manual and the timeframe for communicating changes to sites.

P-1.2 | Policy revisions include up to date information from the six functional areas as well as input from sites

Submit a narrative describing how multi-site policies are developed and revised. Include how information from the six Central Admin functional areas are utilized, along with input from sites in the development and refinement of the multi-site systems' policies. Also provide documentation to demonstrate this occurred when policies were most recently updated.

P-1.3 | Central Admin. communicates changes in a timely way

Submit a narrative describing how Central Admin. communicated the most recent changes and updates to the multi-site systems' policies (related to site level implementation of the Best Practice Standards) and provide documentation to demonstrate this occurred.

P-2.1 | Policies related to all functional areas and interactions between Central Admin. and the sites; and the timeframe for communicating changes to sites

Submit multi-site Central Administration policies, or if included as part of site policies indicate page number the Central Admin. policies begin.

P-2.2 | Central Admin. communicates changes in a timely way

Submit a narrative describing the most recent changes made to policies and/or functions of the Central Admin. and documentation demonstrating how and when these were communicated to sites.

P-2.3 | Training responsibilities

Submit policy, or indicate policy/page number in the manual.

P-2.4 | Quality Assurance Process

Submit policy, or indicate policy/page number in the manual.

Tables of Documentation (cont.)

Standard

Pre-Site Documentation to include in Self Study

P-2.5 | Technical Assistance Process

Submit policy, or indicate policy/page number in the manual.

P-2.6 | Protection of participant privacy and confidentiality

Submit policy, or indicate policy/page number in the manual.

P-2.7 | Voluntary choice

Submit policy, or indicate policy/page number in the manual.

P-2.8 | Approval/denial of research proposals

Submit policy, or indicate policy/page number in the manual.

P-2.9 | Background and reference checks

Submit policy, or indicate policy/page number in the manual.

P-3 | Establishing/revoking affiliation

Submit policy, or indicate policy/page number in the manual.

P-4 | Grievance and appeals process

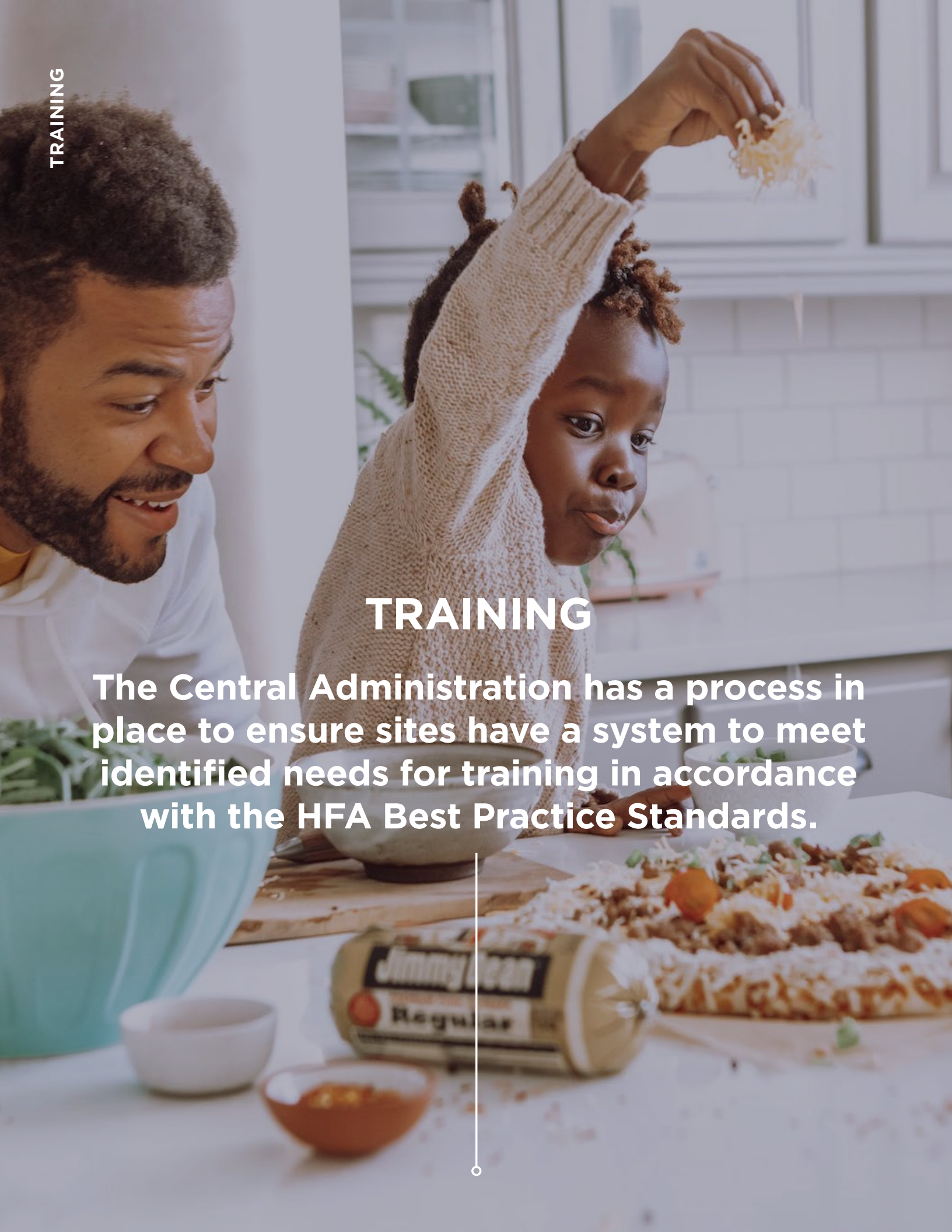
Submit policy, or indicate policy/page number in the manual.

P-5 | Critical Incident Reporting

Submit policy, or indicate policy/page number in the manual.

TRAINING

The Central Administration has a process in place to ensure sites have a system to meet identified needs for training in accordance with the HFA Best Practice Standards.






Intent: The training system takes into account the information gained from evaluation recommendations, quality assurance, technical assistance requests from sites, policy changes, and administration, as well as the HFA Best Practice Standards. As the system develops, training needs will change based upon the changing needs of staff and the families served, 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.

T-1 Training content developed and/or provided by the Central Administration is based on the needs identified from all functional areas of the Central Administration (policy, training, quality assurance, technical assistance, evaluation, and administration) and includes input from sites. Training needs are reviewed at least once per year.

Intent: The training content should be developed integrating all the functional areas of the Central Administration. For example, if during quality assurance site visits, it becomes clear several sites are struggling in implementing specific service delivery practices, training should be developed for the multi-site system to address the identified issue(s). Evaluation findings will often provide information about potential practice improvements which may result in the development of new training content for continuous improvement. Additionally, policy and administration changes or modifications might result in the need for more training. Site staff may face challenges in the field they feel unprepared to address and may request specific training content. Training content may also be derived from committee work focused on quality improvement.

T-1 RATING INDICATORS

-  **3** Training content developed and/or provided by the Central Administration, incorporates input from **all functional areas** of the Central Administration (policy, training, quality assurance, technical assistance, evaluation, and administration), and includes input from sites. Training needs are reviewed at least once per year.
-  **2** Training content developed and/or provided by the Central Administration incorporates input from a **majority of the functional areas** of the Central Administration (policy, training, quality assurance, technical assistance, evaluation, and administration), and includes input from sites. Training needs are reviewed at least once per year.
-  **1** Any one of the following: Training content does not yet incorporate input from at least a majority of the functional areas of the Central Administration, or input from sites, or the training needs are not yet reviewed at least once per year.




T-2 The Central Administration ensures HFA required training is available for sites within its system. Refer to policy standard P-2.3.

Intent: The Central Administration ensures site staff have access to HFA required trainings based upon the requirements of the HFA Best Practice Standards (standards 10 and 11). The Central Administration does not have to provide all training topics, and for example, may place the expectation on local sites to conduct orientation and stop-gap training, and/or utilize HFA's online training for Core and/or wrap-around training. The Central Administration is responsible for reviewing the training system at the site level and supporting each site's ability to track that all staff receive the required training. The Central Administration is responsible for assisting sites within the system to develop tracking systems, take advantage of training provided by the multi-site system or HFA online training, identify methods to provide training locally, measure the quality of this training, and implement the training in the field.

T-2.1 Introductory training is provided and received about the multi-site system (BPS 10-2.H).

Intent: Sites within a multi-site system benefit from understanding the larger system and the variety of services they can access. Providing introductory training regarding the resources of the multi-site system including the goals, objectives, policies, and functions assists new staff in understanding the roles and responsibilities of the system, awareness of the multi-site system's policies and procedures, discovering where they can receive support, identifying potential opportunities for input, including the process for resolving conflict/grievance, and a sense of where each site/staff fits into the larger network. This training also offers opportunity for local input.

T-2.1 RATING INDICATORS




- 
3 The Central Administration ensures 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 to all new staff at the site level. Training occurs within 3 months of hire.
- 
2 The Central Administration ensures 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 to all new staff at the site level. **Recent practice** indicates this training occurs within 3 months of hire.
- 
1 Any one of the following: The Central Administration does not yet ensure 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; or this training occurs after the first 3 months of hire.



TIP: This training can be incorporated into orientation training, core training (when provided by the central admin), written materials and/or online learning.





T-2.2 Training is provided for site staff related to the orientation topics required before first contact with families. This training is identified in standards 10-2.A-G of the HFA Best Practice Standards. This also includes required training on the CHEERS Check-In (CCI) tool (BPS 10-6.A), the current versions of the ASQ and ASQ:SE tools (BPS 10-6.B and C) and depression screening tool (BPS 10-6.D). NOTE: Orientation training regarding Child Abuse and Neglect Indicators (BPS 10-2.D) is a Safety Standard for sites within the multi-site system.

T-2.2 RATING INDICATORS

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3 No "3" rating for T-2.2.
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2 The Central Administration ensures sites have a mechanism (either directly, through a subcontractor, or at the site level) for training all site staff on the required orientation topics before first contact with families, and the training on tools required prior to first administration, consistent with standards 10-2.A-G, and 10-6.A-D of the HFA Best Practice Standards.
- 
1 The Central Administration does not yet ensure sites have a mechanism for training all site staff as indicated in the 2 rating.

T-2.3 Stop-gap training is available for all new direct service staff and supervisors who begin their work prior to the receipt of HFA Core Training in accordance with standard 10-3 of the HFA Best Practice Standards.




T-2.3 RATING INDICATORS

-  **3** No “3” rating for T-2.3.
-  **2** The Central Administration ensures sites have a mechanism for providing stop-gap training for all new direct service staff and supervisors who begin their work prior to the receipt of HFA Core Training in accordance with standard 10-3 of the HFA Best Practice Standards.
-  **1** The Central Administration does not yet have a mechanism for providing stop-gap training for all new direct service staff and supervisors who begin their work prior to the receipt of HFA Core Training in accordance with standard 10-3 of the HFA Best Practice Standards.
-  **N/A** The Central Administration provides HFA Core Training to staff prior to when they begin providing direct services.

T-2.4 Core Training is provided by HFA certified trainers within the Central Administration or utilizing HFA’s online core training for all new site staff (FROG Scale, Foundations for Family Support, and supervision) within the timeframes required in the BPS. This is the training identified in standard 10-4 of the HFA Best Practice Standards.




Intent: The HFA National Office provides the trainer mentoring and certification for new trainers, and is responsible for making any and all content changes to HFA Core training materials. Core Trainers from within the multi-site system must be certified by the HFA National Office and comply with all requirements for ongoing recertification. When using trainers from within its system (vs from the National Office), the Central Administration provides data every six months regarding each training and number of individuals trained.

T-2.4 RATING INDICATORS

-  **3** The Central Administration provides sites a mechanism for all new site staff to receive HFA model-specific training (FROG Scale, Foundations for Family Support, and supervision) within the timeframes required in the BPS, and provides data to the National Office every six months regarding the number of individuals trained at each training provided by a trainer within its system. **The Central Administration follows its policy (P-2.3) with regard to implementing a mechanism to support on-the-job application of knowledge and skills acquired via HFA Core training.**
-  **2** The Central Administration provides sites a mechanism for all new site staff to receive HFA model specific training (FROG Scale, Foundations for Family Support, and supervision) within the timeframes required in the BPS and provides data to the National Office every six months regarding the number of individuals trained at each training provided by a trainer within its system.
-  **1** The Central Administration does not yet provide sites a mechanism for all new site staff to receive HFA model specific training (FROG Scale, Foundations for Family Support, and supervision) within the timeframes required in the BPS; or has not yet provided data to the National Office regarding the number of individuals trained at each training provided by a trainer within its system.




T-2.5 Training is provided for all new site staff (direct service and supervisors) within the system related to topics identified in standard 11-1 of the HFA Best Practice Standards within three months of hire. Training includes Infant Care, Child Health and Safety, Family Health, and Cultural Self-Awareness.

T-2.5 RATING INDICATORS

-  **3** No “3” rating for T-2.5.
-  **2** The Central Administration ensures sites have a mechanism for training all new site staff on the training topics under standard 11-1 in the HFA Best Practice Standards within three months of hire.
-  **1** The Central Administration does not yet ensure sites have a mechanism for training all new site staff on the training topics under standard 11-1 in the HFA Best Practice Standards within three months of hire.




T-2.6 Training is provided for all new site staff (direct service and supervisors) within the system related to topics identified in standard 11-2 of the HFA Best Practice Standards within six months of hire. Training includes Infant and Child Development, Supporting the Parent-Child Relationship, Professional Practice, Mental Health, Prenatal Service, Family Goal process, and Cultural Humility in Home Visiting.

T-2.6 RATING INDICATORS

-  **3** No “3” rating for T-2.6.
-  **2** The Central Administration ensures sites have a mechanism for training all new site staff on the training topics under standard 11-2 in the HFA Best Practice Standards within six months of hire.
-  **1** The Central Administration does not yet ensure sites have a mechanism for training all new site staff on the training topics under standard 11-2 in the HFA Best Practice Standards within six months of hire.

T-2.7 Training is provided for all new staff (direct service and supervisors) within the system related to topics identified in standard 11-3 of the HFA Best Practice Standards within twelve months of hire. Training includes Child Abuse and Neglect, Intimate Partner Violence, Substance Use, Engaging Families and Inequity and the Family Context.

T-2.7 RATING INDICATORS




-  **3** No “3” rating for T-2.7.
-  **2** The Central Administration ensures sites have a mechanism for training all new site staff on the training topics under standard 11-3 in the HFA Best Practice Standards within twelve months of hire.
-  **1** The Central Administration does not yet ensure sites have a mechanism for training all new site staff on the training topics under standard 11-3 in the HFA Best Practice Standards within twelve months of hire.



TIP: HFA online training is available to all affiliates and can support sites in meeting the 11-1, 11-2 and 11-3 wrap around training standards.




T-2.8 Ongoing training is provided for site staff within the system as identified in standards 11-4.A, B, and C of the HFA Best Practice Standards. Training is provided on annual Child Abuse and Neglect updates (11-4.B), issues of diversity, equity and inclusion (11-4.C) and other ongoing training topics (11-4.A) received after twelve months of hire.

T-2.8 RATING INDICATORS

-  **3** No “3” rating for T-2.8.
-  **2** The Central Administration ensures sites have a mechanism for ongoing training for all staff focusing on specific staff training needs and is provided by the central admin, through a contractor, or at the site level.
-  **1** The Central Administration does not yet ensure a mechanism for ongoing training for all staff focusing on specific staff training needs is provided by the central admin, through a contractor, or at the site level.




T-2.9 Training regarding the multi-site system’s data system, including site level data monitoring, tracking and reporting functions, is provided for site level staff utilizing these functions of the data system.

T-2.9 RATING INDICATORS

-  **3** No “3” rating for T-2.9.
-  **2** The Central Administration provides appropriate site level staff with a mechanism for receiving data system training that includes orientation to the site level monitoring, tracking and reporting functions of the data system. This training occurs within the first six months of hire.
-  **1** The Central Administration does not yet have a mechanism to ensure appropriate site level staff receive data system training, or the training does not yet include site level data monitoring, tracking and reporting functions, or the training is required subsequent to six months of hire.

T-2.10 HFA Implementation Training is provided for all program managers (hired 1/1/18 or later) within eighteen months of hire, as identified in standard 10-5 of the HFA Best Practice Standards.


T-2.10 RATING INDICATORS

-  **3** The Central Administration ensures program managers hired 1/1/18 or later have a mechanism for receiving HFA Implementation training **within twelve months of hire.**
-  **2** The Central Administration ensures program managers hired 1/1/18 or later have a mechanism for receiving HFA Implementation training **within eighteen months of hire.**
-  **1** The Central Administration does not yet ensure program managers hired 1/1/18 or later have a mechanism for receiving HFA Implementation training within eighteen months of hire.

T-3 The Central Administration conducts a comprehensive analysis of its training system at least every two years.

Intent: This analysis will assist the Central Administration to improve the training services offered. In addition, it will ensure services offered through the Central Administration are useful, inform best practice, and assist sites in improving the quality of their services. The Central Administration employs an unbiased process to survey the sites within its system for constructive feedback.

T-3 RATING INDICATORS

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- 3** The Central Administration conducts a comprehensive analysis of its training system every two years. This analysis includes reviewing training content, format and delivery and requires supervisor/program manager input. An analysis of the training system includes:

 - Review of compliance to the Central Administration's training policy (P-2.3)
 - Feedback from the sites regarding effectiveness of training provided
 - Feedback from sites regarding needs for additional training
 - **Strategies for strengthening the training system have been developed and implemented**
 - 2** The Central Administration conducts a comprehensive analysis of its training system every two years. This analysis includes reviewing training content, format and delivery and requires supervisor/program manager input. An analysis of the training system includes:

 - Review of compliance to the Central Administration's training policy (P-2.3)
 - Feedback from the sites regarding effectiveness of training provided
 - Feedback from sites regarding needs for additional training
 - **Strategies for strengthening the training system have been developed though not yet implemented**
 - 1** Any one of the following: The Central Administration does not yet conduct a comprehensive analysis of its training system at least every two years; or the analysis does not yet include one or more items referenced in the 2 rating above.

Tables of Documentation

TRAINING: The Central Administration has a process in place to ensure sites have a system to meet identified needs for training that will assist sites in implementing and maintaining practice in accordance with the HFA Best Practice Standards.

Standard

Pre-Site Documentation to include in Self Study

T-1 | Training development based upon the needs identified and input from sites

If this is not included in policy submitted for P-2.3, submit a narrative describing how training related to the six functional areas needs are identified, including input from sites, and reviewed at least annually.

T-2.1 | Introductory training to multi-site system

If this is not included in policy submitted for P-2.3, submit a narrative describing how and when introductory training regarding the multi-site system is delivered related to standards 10-2.H of the HFA Best Practice Standards.

T-2.2 | Orientation training

If this is not included in policy submitted for P-2.3, submit a narrative describing how Central Admin. supports individual sites within the system to provide orientation training related to standards 10-2.A-G and 10-6.A-D of the HFA Best Practice Standards.

T-2.3 | Stop-Gap training

If this is not included in policy submitted for P-2.3, submit a narrative describing how Central Admin. supports individual sites within the system to provide stop-gap training related to the 10-3 standards of the HFA Best Practice Standards.

T-2.4 | Role specific CORE training

If this is not included in policy submitted for P-2.3, submit a narrative describing how Central Admin. supports individual sites within the system to provide role-specific Core training related to the 10-4 standards of the HFA Best Practice Standards.

T-2.5 | Required 3-month training

If this is not included in policy submitted for P-2.3, submit a narrative describing how Central Admin. supports individual sites within the system to provide 3-month training as related to the 11-1 standards of the HFA Best Practice Standards.

Tables of Documentation (cont.)

| Standard | Pre-Site Documentation to include in Self Study |
|---|--|
| T-2.6 Required 6-month training | If this is not included in policy submitted for P-2.3, submit a narrative describing how Central Admin. supports individual sites within the system to provide 6-month training as related to the 11-2 standards of the HFA Best Practice Standards. |
| T-2.7 Required 12-month training | If this is not included in policy submitted for P-2.3, submit a narrative describing how Central Admin. supports individual sites within the system to provide 12-month training as related to the 11-3 standards of the HFA Best Practice Standards. |
| T-2.8 Required ongoing | If this is not included in policy submitted for P-2.3, submit a narrative describing how Central Admin. supports individual sites within the system to provide ongoing training as related to the 11-4 standards of the HFA Best Practice Standards. |
| T-2.9 Data system training | If this is not included in policy submitted for P-2.3, submit a narrative describing how Central Admin. supports individual sites within the system to provide training on the system's data system including site level data monitoring and tracking functions. |
| T-2.10 Implementation Training | If this is not included in policy submitted for P-2.3, submit a narrative describing how Central Admin. supports program managers within the system to obtain HFA Implementation training as related to the 10-5 standard of the HFA Best Practice Standards. |
| T-3 Comprehensive analysis of training system | Submit the most recent training analysis and plan including all components listed in the standard. Indicate which strategies, if any, have been implemented. |

TECHNICAL ASSISTANCE:

The Central Administration provides technical assistance to all sites within its system to continuously improve the quality of services being delivered at the local level.



Intent: There is ongoing technical assistance support available ensuring continuous quality improvement. The multi-site system supports each site in improving service quality and offers ongoing support and guidance utilizing a variety of site and system level mechanisms.




TA-1 The Central Administration has a system to provide technical assistance (either directly or through a subcontractor) to all sites in a timely manner. How much technical assistance a site receives is based upon the site-identified needs, information gathered about the site through the quality assurance system, training, or evaluation.

Intent: In order to ensure an equitable technical assistance system across sites, the Central Administration develops a system to determine how technical assistance is delivered to the sites in a manner 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. Technical assistance can be provided through site visits, email, telephone calls, system-wide or regional webinars, specialized training, etc.

Since the program manager/supervisor positions are responsible for how the site operates, it is helpful for the Central Administration to provide technical assistance to support these roles. Technical assistance and support to staff in the areas of reflective, relationship-based practice is critical.

Refer to policy standard P-2.5.

TA-1 RATING INDICATORS

-  **3** The technical assistance system ensures all sites are provided technical assistance based upon site needs and/or the information gathered about the site through the Central Administration's quality assurance, evaluation, and training systems. This technical assistance is provided in a timely manner and utilizes a variety of mechanisms based upon the information requested and in accordance with Central Administration's technical assistance policy.
-  **2** Past instances may have occurred when technical assistance was not provided to all sites based upon site needs and/or the information gathered about the site through the Central Administration's quality assurance, evaluation, and training systems, however **recent practice** indicates site's TA needs are being met in a timely manner and in accordance with the Central Administration's technical assistance policy.
-  **1** Any one of the following: The technical assistance system does not yet ensure all sites are provided technical assistance; or technical assistance is not yet provided in a timely manner and in accordance with the Central Administration's policy.






TIP: The Central Administration staff is encouraged to develop a system to ensure technical assistance is provided fairly and equitably across the system. Mechanisms may include leveling systems, criteria, size of site, turnover of managers/supervisors, contract moves to a different agency, etc.



TIP: It is recommended requests for technical assistance receive an initial response of acknowledgement within three working days of receipt of request.




- TA-2** The Central Administration provides technical assistance to support sites with their efforts to implement the 5-1, 5-2, and 5-3 standards identified in the HFA Best Practice Standards, to build capacity and opportunities to promote equity through staff self-awareness, partnerships with families and community-based activities.

TA-2 RATING INDICATORS

-  **3** No 3 rating.
-  **2** The Central Administration provides technical assistance to support sites with implementation efforts related to Best Practice Standards 5-1, 5-2 and 5-3.
-  **1** The Central Administration does not yet provide technical assistance to support site implementation of Best Practice Standards 5-1, 5-2 and 5-3.

- TA-3** The Central Administration provides technical assistance to support sites with follow-up activities identified as part of the site's quality assurance plan (GA-2.A) and/or quality assurance feedback (Q-5).

TA-3 RATING INDICATORS

-  **3** No 3 rating.
-  **2** The Central Administration provides technical assistance to support sites with follow-up activities identified as part of the site's quality assurance plan and/or QA feedback.
-  **1** The Central Administration does not yet provide technical assistance to support sites with follow-up activities identified as part of the site's quality assurance plan and/or QA feedback.




- TA-4** The Central Administration provides technical assistance to support sites in their continuous quality improvement efforts related to Best Practice Standard GA-2.B.

TA-4 RATING INDICATORS

-  **3** No 3 rating.
-  **2** The Central Administration provides technical assistance to support sites with their continuous quality improvement efforts related to Best Practice Standard GA-2.B.
-  **1** The Central Administration does not yet provide technical assistance to support site CQI efforts related to Best Practice Standard GA-2.B.

TA-5 The Central Administration provides technical assistance to support sites with implementation of new and updated site policies.

TA-5 RATING INDICATORS

-  **3** No 3 rating.
-  **2** The Central Administration provides technical assistance to support sites with implementation of new and updated site policies.
-  **1** The Central Administration does not yet provide technical assistance to support sites with implementation of new and updated site policies.






TIP: When the Central Administration updates policies (P-1), it may choose from any variety of mechanisms to deliver TA support, including individualized support or system-wide communication to sites.

TA-6 The Central Administration conducts a comprehensive analysis of its technical assistance at least every two years.

Intent: This analysis will assist the Central Administration to improve the services offered and continue to grow and change. In addition, it will ensure services offered through the Central Administration are useful, inform best practice, and assist sites in improving the quality of their services. The central administrative staff is required to obtain feedback from the recipients of technical assistance service as part of its analysis. The technical assistance provided by the system is analyzed for its effectiveness in changing site performance. Additionally, the analysis includes a section addressing ways to strengthen the technical assistance offered to sites.

TA-6 RATING INDICATORS

-  **3** The Central Administration conducts a comprehensive analysis of its technical assistance every two years. This analysis requires supervisor/program manager input. An analysis of the technical assistance includes:
 - Review of compliance to the Central Administration's technical assistance policy (P-2.5)
 - Feedback from the sites regarding effectiveness of the technical assistance
 - **Strategies for strengthening technical assistance have been developed and implemented**
-  **2** The Central Administration conducts a comprehensive analysis of its technical assistance every two years. This analysis requires supervisor/program manager input. An analysis of the technical assistance includes:
 - Review of compliance to the Central Administration's technical assistance policy (P-2.5)
 - Feedback from the sites regarding effectiveness of the technical assistance
 - **Strategies for strengthening technical assistance have been developed**
-  **1** Any one of the following: The Central Administration does not yet conduct an analysis of its technical assistance every two years; the analysis does not yet include review of compliance to its technical assistance policy (P-2.5) and/or feedback from sites; or there is not yet a strategies based on the analysis to strengthen technical assistance.

Tables of Documentation

TECHNICAL ASSISTANCE: The Central Administration provides technical assistance to all sites within the multi-site system to continuously improve the quality of services being delivered at the local level.

Standard

Pre-Site Documentation to include in Self Study

TA-1 | Technical assistance (TA) to all sites in a timely manner

If this is not included in policy P-2.5, submit a narrative describing the process to ensure technical assistance is provided based upon the needs identified through the quality assurance, evaluation and training systems and in a timely manner.

TA-2 | TA related to implementing standards 5-1, 5-2 and 5-3 of the BPS

Submit a narrative describing how the Central Administration provides technical assistance to support sites in implementing standards 5-1, 5-2 and 5-3 of the HFA Best Practice Standards.

TA-3 | TA related to site's QA Plan (GA-2.A) and/or QA feedback (Q-5)

Submit a narrative describing how the Central Administration provides technical assistance to support sites with follow-up activities identified as part of the QA plan (GA-2.A) and/or QA feedback (Q-5).

TA-4 | TA related to CQI efforts

Submit a narrative describing how the Central Administration provides technical assistance to support sites with their continuous quality improvement efforts related to HFA Best Practice Standard GA-2.B.

TA-5 | TA related to implementation of policies

Submit a narrative describing how the Central Administration provides technical assistance to support sites with implementation of new and updated site policies.

TA-6 | Comprehensive analysis of technical assistance provided by the Central Admin

Submit the most recent technical assistance analysis and plan including all components listed in the standard. Indicate which strategies, if any, have been implemented.

QUALITY ASSURANCE:

The Central Administration has a quality assurance system which determines the degree to which sites within the multi-site system meet the HFA Best Practice Standards.






Intent: There is a system for providing quality assurance (QA) review to each site. The Central Administration supports each site in assessing model fidelity and improving service quality.

Q-1 The Central Administration has a written quality assurance plan.

Q-1.1 The Central Administration's quality assurance plan details all planned QA activities and includes the purpose, goals, objectives, and linkages to other Central Administration functional areas.

Intent: A clearly written quality assurance plan explains the purpose of the plan and details all quality assurance activities to ensure sites understand accountability measures they are responsible for meeting. Goals and objectives are described with timeframes and expectations. Linkages indicating how the quality assurance system is connected to the other functional areas of the Multi-Site Standards are also described.




Q-1.1 RATING INDICATORS

-  **3** The purpose, goals, objectives, and linkages to **all functional areas** (policy, training, technical assistance, quality assurance, evaluation and administration) are integrated within the written quality assurance plan.
-  **2** The purpose, goals, objectives, and linkages to **a majority (at least 4 of 6) functional areas** are integrated within the written quality assurance plan.
-  **1** Any of the following: There is no quality assurance plan; or the plan does not yet include purpose, goals, objectives, and linkages to majority functional areas.

Q-1.2 The Quality Assurance Plan serves as a blueprint for operation of the quality assurance system for the Central Administration.

Intent: Mechanisms for quality assurance activities must include site visits, review of data, feedback from training, policy manuals, equity plans and may also include surveys and other tools. The Central Administration must ensure documentation of quality assurance reviews matches requirements of the plan.




Q-1.2 RATING INDICATORS

-  **3** Strategies and activities related to **all functional areas** (policy, training, technical assistance, quality assurance, evaluation, and administration), as described in the quality assurance plan have been implemented.
-  **2** Strategies and activities related to **a majority (4 of 6) of the Central Administration's functional areas**, as described in the quality assurance plan have been implemented.
-  **1** The strategies and activities described in the quality assurance plan have not yet been implemented for at least four of the Central Administration's functional areas; or there is no quality assurance plan.

Q-1.3 The quality assurance plan is reviewed by the Central Administration staff/contractors, advisory members, and program managers and/or supervisors within the system at least every two years.

Intent: Since the quality assurance plan details exactly how the Central Administration will review the quality of the sites within the system, it is important to ensure the plan is up to date, includes current practice, is based upon needs to ensure quality services, and program managers and the Central Administration staff, subcontractors, and advisory members provide input. Including this feedback into the plan provides the Central Administration with key information about what is helpful and what is not in improving outcomes for families.

Q-1.3 RATING INDICATORS




-  **3** The quality assurance plan is reviewed by the Central Administration staff/contractors, advisory members, and program managers/supervisors within the system **annually** to ensure its continued effectiveness.
-  **2** The quality assurance plan is reviewed by the Central Administration staff/contractors, advisory members, and program managers within the system **every two years** to ensure its continued effectiveness.
-  **1** The quality assurance plan is not yet reviewed by the Central Administration, advisory members, and/or program managers at least every two years, or program managers/supervisors are not yet involved in the review.



TIP: 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 reflects both current and longitudinal perspectives and is able to capture the data necessary for the Central Administration and the sites themselves to monitor adherence to the HFA Best Practice Standards.

Q-2 RATING INDICATORS




-  **3** No "3" rating for Q-2.
-  **2** 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 HFA Best Practice Standards. Sites within the multi-site system have access to their data to support site level continuous quality improvement practices.
-  **1** The data management system does not yet provide current and longitudinal reports for both the system and each site operating within the system; and/or does not yet capture the data necessary to monitor adherence to HFA standards; and/or sites do not yet have access to their own data.

Q-3 The Central Administration reviews the HFA Policy & Procedure manual of each site initially and with any changes made thereafter to ensure policies and procedures are comprehensive, up-to-date, and consistent with the overall policies of the multi-site system and the HFA Best Practice Standards. Sites are aware of criteria for this review and how feedback is provided.

Intent: In addition to the Multi-Site policies, sites in the system will develop their own site-specific policies addressing local operational procedures. While multi-site policies are designed around how the system addresses the critical elements, local policies will include the details which specifically address how each standard is implemented on the site level. Site-specific policies should support and build upon the multi-site policies and may be incorporated into the same document. *Note:* The 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. Documentation of waivers which are granted must be maintained by the Central Administration as well as by the site. *Note:* The multi-site system will document the feedback provided to each site during the review, date the review, and indicate the suggested changes. *Note:* 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.

Q-3 RATING INDICATORS

-  **3** The Central Administration reviews each site-specific policy manual initially, **and then annually** to ensure policies are comprehensive and do not conflict with the multi-site system's policies or HFA Best Practice Standards. The comprehensive nature of the review mechanism includes a feedback process to each site and ensures all sites within the system have adopted policies to guide service delivery and do not conflict with the multi-site policies or HFA Best Practice Standards.
-  **2** The Central Administration reviews each site-specific policy manual initially, **and then as changes in policy are made.** The comprehensive nature of the review mechanism includes a feedback process to each site and ensures all sites within the system have adopted policies to guide service delivery, and do not conflict with the multi-site policies or HFA Best Practice Standards.
-  **1** The Central Administration does not yet review site-specific policy manuals – either initially or as changes in policy are made. Or, the review mechanism does not yet include feedback to all sites or is not yet comprehensive enough to ensure all sites within the system have adopted policies to guide service delivery and do not conflict with the multi-site policies or HFA Best Practice Standards.



TIP: The Central Administration is encouraged to develop a tool to use for this review and maintain a copy of the review tool for each of the sites within the system. HFA's Policy and Procedure checklist, or something similar could be used for this purpose.

Q-4 The Central Administration monitors sites within its system for ongoing adherence to the HFA Best Practice Standards.

Intent: Using multiple mechanisms, which include site visits, data, surveys, and evaluation, the Central Administration monitors each site's adherence to the HFA Best Practice Standards. This does not imply the central administration must correct site issues but rather they have a plan to support each site to be in adherence to the standards and implement the model to fidelity. The accreditation process for sites within Multi-Site systems is structured in such a way, that only a portion of sites receive a national site visit. The ability to have between 30-60% of sites visited instead of 100% is owing to the fact Central Administrations take on the responsibility to conduct QA data checks and site visits.

Q-4.1 The Central Administration at least once every other year monitors initial engagement activities for ongoing adherence to the standards identified in the HFA Best Practice Standards.

Q-4.1 RATING INDICATORS


- 3** Engagement activities are monitored at least every other year for ongoing adherence to the standards in the HFA Best Practice Standards. **Monitoring includes all the following:**
 - Eligibility criteria are up-to-date and community relationships support identification and referral of families to program (1-1.A and B)
 - Tracking site capacity (1-1.C)
 - Monitoring initial engagement processes and strategies to strengthen (1-2.B and C)
 - Timing of first home visit (1-3.C)
 - Timing of FROG Scale (2-2.C)
 - Review of voluntary enrollment in services (3-1.B)
 - Review of pre-enrollment outreach activities (3-2.B)
- 2** Engagement activities are monitored at least once every other year. **Monitoring includes a majority (4) of the items listed in the 3 rating.**
- 1** Any of the following; engagement activities are not yet monitored at least once every other year and/or monitoring does not yet include at least a majority of items listed in the 3 rating.



TIP: The Central Administration may utilize a variety of materials and mechanisms to monitor engagement services. Documentation of each of the mechanisms used should include feedback loops to the program manager/supervisor of the staff conducting screenings and assessments and incorporate follow-up to improve the process.

Q-4.2 The Central Administration monitors at least once every other year home visiting services for ongoing adherence to the standards identified in the HFA Best Practice Standards.

Q-4.2 RATING INDICATORS

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- 3** Home visiting services are monitored for ongoing adherence to the standards identified in the HFA Best Practice Standards. Monitoring at least once every other year includes review of all the following:
 - Home visit frequency (4-2.B)
 - Celebrating progress with families (4-2.D)
 - Length of service (4-3.B)
 - Use of transition planning (4-4.B)
 - Use of the HFA Service Plan in supervision (6-1.B)
 - Use of validated PCI tool (6-3.D)
 - Use of evidence-informed parenting materials/curricula on child development, parenting, health and safety and safer sleep practice (6-4.B, C and D)
 - Monitoring ASQ and ASQ: SE administration (6-5.B and C)
 - Monitoring referral for focus children with suspected developmental delay (6-5.D)
 - Monitoring linkage of focus children to medical home (7-1.B)
 - Monitoring of Immunizations (7-2.B, 7-2.C)
 - Referrals and Referral follow-up (7-3.C, 7-3.D)
 - 2** Home visiting services are monitored at least once every other year. **Monitoring includes a majority (7) of the items listed in the 3 rating.**
 - 1** Any of the following; Home visiting services are not yet monitored at least once every other year and/or monitoring does not yet include at least a majority of items listed in the 3 rating.






TIP: A variety of materials and mechanisms are used to monitor home visiting services. Documentation of each of the mechanisms used should include feedback loops to the program manager/supervisor of the staff conducting home visits and incorporate follow-up to improve the process.

Q-4.3 The Central Administration at least once every other year monitors staff to supervisor ratios for sites within its system for ongoing adherence to the standards identified in the HFA Best Practice Standards.

Intent: The Intent from standard 12-1.D of the BPS is copied here for reference related to expectation of supervisor to direct service staff ratio. These ratios are based on full-time work as a Healthy Families supervisor or direct service worker, therefore if staff function in other capacities (e.g., supervisors who also perform in the role of program manager), the ratios must be prorated according to actual FTE allocated for the supervisor role or to a direct service role. It is critical supervisors have the time to prepare for supervision as well as complete all the requirements of the site and host organization. It is estimated each full-time direct service staff member requires approximately 6-8 hours per week of a supervisor's time including the supervision session, and supervision activities outside of the session including internal quality management activities, administrative work, and arranging training, staff meetings, etc. Part time staff require nearly the same amount of supervisor time, therefore the ratio for a staff of all part time direct service providers is limited to a maximum of 8 to each full-time supervisor.

Q-4.3 RATING INDICATORS

-  **3** The Central Administration sets **the supervisor ratio for sites within its system at 1:5** and monitors this at least every other year to ensure ongoing adherence to the HFA Best Practice Standards.
-  **2** The Central Administration sets the staff to **supervisor ratio for sites within its system at 1:6** and monitors this at least every other year to ensure ongoing adherence to the HFA Best Practice Standards.
-  **1** The Central Administration does not yet monitor staff to supervisor ratio at least once every other year.




TIP: The Central Administration is encouraged to recommend for sites whose staff have caseloads largely comprised of families with complex or challenging needs to maintain a 1:5 supervisor to direct service staff ratio.

Q-4.4 The Central Administration monitors at least once every other year the supervision provided to direct service staff, as well as to program managers and supervisors for ongoing adherence to the HFA Best Practice Standards.

Intent: The intent of this standard is to ensure all staff (program managers, supervisors, and direct service staff) receive support, professional development opportunities, skill development and are held accountable for their work. NOTE: Support of CHEERS in supervision (6-3.E) and the content of weekly reflective supervision (12-2.B) are monitored as part of Q-4.5 (Safety and Essential Standards)

Q-4.4 RATING INDICATORS


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- 3** The Central Administration monitors at least once every other year the quality of supervision provided to direct service staff, program managers and supervisors for ongoing adherence to the HFA Best Practice Standards. **Monitoring mechanisms include review of all the following:**
- Supervision support related to use of the FROG Scale (2-1.D)
 - Supervisor involvement with development and ongoing review of HFA Service Plan (6-1.B)
 - Caseload management (8-1.B)
 - Family Assignment (8-2.B)
 - Annual shadowing of direct service staff (12-2.C)
 - Observation of direct service staff supervision (12-3.B)
 - Supervision provided to supervisors and program managers (12-3.C & 12-4.B)
- 2** The Central Administration monitors every other year the quality of supervision provided to direct service staff, program managers and supervisors for ongoing adherence to the HFA Best Practice Standards. **Mechanisms include the majority (4) of those listed in the 3 rating.**
- 1** The Central Administration does not yet monitor at least once every other year the quality of supervision provided to direct service staff, program managers and supervisors for ongoing adherence to the HFA Best Practice Standards; or the Central Administration does not yet monitor at least a majority of the mechanisms listed in the 3 rating.



TIP: Quality of supervision is difficult to document and quality assurance staff/contractors may utilize interview paradigms as a parallel process to HFA Peer Site Visits.

Q-4.5 The Central Administration annually monitors adherence to all Safety and Essential Standards in the HFA Best Practice Standards.

Q-4.5 RATING INDICATORS


- 
- 3** No “3” rating for Q-4.5.
- 2** The Central Administration annually monitors adherence to all Safety and Essential Standards in the HFA Best Practice Standards.
- Safety:**
- Personnel Background Checks (9-3.B)
 - Orienting staff on child abuse and neglect indicators and reporting requirements (10-2.D)
 - Frequency and duration of supervision (12-1.B)
 - Informed consent to release information (GA-3.C)
 - Child abuse and neglect policy including criteria, definitions, and practice (GA-4.A & B)
- Essential:**
- Use of FROG Scale (2-1.B)
 - Creative Outreach practice (3-3.B)
 - Use of HFA Level Change forms (4-2.C)
 - Site Equity Plan (5-4.B)
 - Service plan activities with families (6-1.C)
 - Goal setting with families (6-2.B)
 - Use of CHEERS in visits and support in supervision (6-3.B, C & E)
 - Hiring of direct service staff (9-1.D)
 - Core Training (10-4.A, B & C)
 - Reflective supervision with direct service staff (12-2.B)
 - Family rights and confidentiality (GA-5.B)
- 1** The Central Administration does not yet annually monitor all Safety and Essential Standards for all sites for ongoing adherence to the HFA Best Practice Standards.

Note: This is a Safety Standard

Q-4.6 The Central Administration at least once every other year reviews the monitoring of site level personnel satisfaction and retention to support adherence to the standards (9-4 standard) identified in the HFA Best Practice Standards.



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

Q-4.6 RATING INDICATORS



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- 3** No “3” rating for Q-4.6.
- 2** The Central Administration reviews each site’s monitoring of personnel satisfaction and retention to support adherence to the standards at a minimum of at least once every other year (consistent with BPS 9-4).
- 1** The Central Administration does not yet review the site’s monitoring of personnel satisfaction and retention for sites to support adherence to the standards; or the Central Administration’s review occurs less than once every other year.

Q-4.7 Site implementing HFA's Accelerated or HFA Child Welfare Protocols are monitored at least once every other year to ensure appropriate use.

Q-4.7 RATING INDICATORS




-  **3** No "3" rating for Q-4.7.
-  **2** The Central Administration monitors at least once every other year:
Accelerated protocols such that all families scoring low-risk on the FROG and offered less than the minimum of three years of service have 1) remained at low risk and 2) progress of the family demonstrates successful completion of program prior to early graduation.

Should additional issues or stresses emerge later or be disclosed subsequent to FROG administration and would have resulted in a score on the tool of 10 or higher, the family will no longer be eligible for accelerated.

Child Welfare protocols such that all families have been 1) referred from Child Welfare, 2) enrolled voluntarily, 3) with a first home visit by the time the focus child is 24 months of age, and 4) offered services for a minimum of three years.
-  **1** The Central Administration does not yet monitor at least once every other year site implementation of Accelerated or Child Welfare Protocols as stated in the 2 rating.
-  **N/A** There are no sites within the system currently implementing HFA's Accelerated or Child Welfare Protocols

Q-4.8 Sites within the multi-site system receive at least one in-person quality assurance visit at least once every other year for monitoring purposes




Q-4.8 RATING INDICATORS


-  **3** No "3" rating for Q-4.8.
-  **2** Sites within the multi-site system receive at least one in-person quality assurance site visit at least once every other year for monitoring purposes.
-  **1** The Central Administration does not yet provide an in-person quality assurance site visit at least once every other year to sites within the multi-site system.

Q-5 The Central Administration provides verbal and comprehensive written feedback to sites within 4-6 weeks regarding adherence to the HFA Best Practice Standards reviewed.

Intent: Feedback to the sites is provided in a timely way to ensure it is meaningful to the site and so sites can take corrective action to address areas needing improvement. Verbal and written feedback is provided each time HFA Best Practice Standards are monitored, whether every other year or in the case of Safety and Essential Standards, annually.

Q-5 RATING INDICATORS




-  **3** No “3” rating for Q-5.
-  **2** The multi-site system provides verbal and comprehensive written feedback to sites regarding their adherence to the HFA standards reviewed. This feedback is delivered in a timely manner (verbal occurs at the conclusion of the review and written feedback within 4-6 weeks of monitoring adherence to the standards).
-  **1** Any of the following: The multi-site system does not yet provide verbal and written feedback to sites regarding their adherence to the HFA standards reviewed, or verbal and written feedback is not yet delivered in a timely manner (no verbal feedback at the conclusion of the review or longer than 6 weeks for written feedback).

 **TIP:** The Central Administration is encouraged to review patterns of non-adherence across the system in order to strengthen quality assurance.

Q-6 The Central Administration conducts a comprehensive analysis of its quality assurance at least every two years.

Intent: This analysis will assist the Central Administration to improve the services offered and continue to grow and change. In addition, it will ensure services offered through the Central Administration are useful, inform best practice, and assist sites in improving the quality of their services. The central administrative staff is required to obtain feedback from the recipients of service as part of its analysis. The quality assurance provided by the system is analyzed for its effectiveness in changing site performance. Additionally, the analysis includes a section addressing ways to strengthen the quality assurance.

Q-6 RATING INDICATORS

-  **3** The Central Administration conducts a comprehensive analysis of its quality assurance every two years. This analysis includes reviewing site visit evaluations and requires supervisor/program manager input. An analysis of the quality assurance includes:
 - Review of compliance to the Central Administration’s quality assurance policy (P-2.4)
 - Feedback from the sites regarding effectiveness of the quality assurance
 - **Plans for strengthening quality assurance have been developed and implemented.**
-  **2** The Central Administration conducts a comprehensive analysis of its quality assurance every two years. This analysis includes reviewing site visit evaluations and requires supervisor/program manager input. An analysis of the quality assurance includes:
 - Review of compliance to the Central Administration’s quality assurance policy (P-2.4)
 - Feedback from the sites regarding effectiveness of the quality assurance
 - **Plans for strengthening quality assurance have been developed.**
-  **1** Any one of the following: The Central Administration does not yet conduct an analysis of its quality assurance every two years; the analysis does not yet include review of compliance to its quality assurance policy (P-2.4) and/ or feedback from sites; or a plan to strengthen quality assurance based on the analysis has not yet been developed.

Tables of Documentation

QUALITY ASSURANCE: The Central Administration has a quality assurance system that determines the degree to which sites within the multi-site system meet the HFA Best Practice Standards.

| Standard | Pre-Site Documentation to include in Self Study |
|---|--|
| <p>Q-1.1 Quality Assurance (QA) Plan</p> | <p>Submit Quality Assurance Plan including purpose, goals, objectives and linkages to other functional areas.</p> |
| <p>Q-1.2 QA plan serves as a blueprint for delivery of QA services</p> | <p>Submit a narrative of QA Plan strategies and activities implemented</p> |
| <p>Q-1.3 Review of QA plan</p> | <p>Submit a narrative describing how quality assurance plan is reviewed by the Central Administration staff/contractors, advisory members, and program managers/supervisors within the system at least every two years to ensure its continued effectiveness. Include documentation to demonstrate the most recent occurrence.</p> |
| <p>Q-2 The data management system</p> | <p>Submit description of the data management system and how it is used to provide 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 HFA Best Practice Standards. Reflect how sites within the multi-site system have access to their data to support site level continuous quality improvement practices.</p> |
| <p>Q-3 Policy Manual review</p> | <p>Submit the tool utilized to review each site’s policy manual, or describe the mechanism used in this review. Describe how the review includes a feedback process to each site and ensures all sites within the system have adopted policies to guide service delivery, and do not conflict with the multi-site policies or HFA Best Practice Standards.</p> |
| <p>Q-4 - (Q-4.1 - Q-4.8) Central Admin. monitors site adherence with HFA Best Practice Standards</p> | <p>Describe the mechanism and frequency of the Central Administration implementation of each of the Q-4 standards to monitor sites adherence to the HFA Best Practice Standards. Submit most recent site visit schedule.</p> <p>Note: Q-4.5 is a Safety Standard</p> |
| <p>Q.5 Feedback to sites in a timely manner.</p> | <p>Provide a list of all sites including the date of their most recent site visit and date written report was provided.</p> |
| <p>Q-6 Comprehensive analysis of QA system at least every two years</p> | <p>Submit the most recent quality assurance analysis and plan including all components listed in the standard. Indicate which strategies, if any, have been implemented.</p> |

EVALUATION:

The multi-site system has a formal evaluation component which follows a set of general practices consistent with conducting a high-quality evaluation. Evaluation includes stakeholder engagement and is focused on questions that generate relevant information for the multi-site system. Evaluation findings and lessons learned are shared to inform quality improvement, advance practice, and contribute to the HFA evidence base. The areas focused on, the types of questions addressed, and the evaluation design will vary based on the size and maturity of the multi-site system.






Intent: To evaluate effectiveness and determine how each site and the system as a whole is meeting its goals, objectives, and expectations. Evaluation information includes both process and outcome measures. Evaluation should be used to inform practice at the Central Administration level and to provide site-specific data that each site within the system can use to continuously improve practice. Evaluation is a multi-lateral process integrated with and informed by training, quality assurance, technical assistance, system-wide policy development, and administration. Integration of all functional areas enhances the quality of services provided by the Central Administration to the sites; the sites to their staff; and the staff to the families served by the site.


E-1 The multi-site system has a formal multi-year written evaluation plan that is aligned with the HFA logic model and includes methods and timelines for evaluating site level implementation and outcomes.


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

E-1.1 The evaluation plan aligns with the HFA logic model and includes evaluation questions, methods, and timelines for evaluating implementation and family outcomes that are appropriate for the size and maturity of the system.

E-1.1 RATING INDICATORS

-  **3** The Central Administration ensures the evaluation plan aligns with the HFA logic model and includes evaluation questions, methods, and timelines for evaluating process implementation **and deeper analysis of family outcomes. The plan includes quantitative measurement of implementation and family outcomes.**
-  **2** The Central Administration ensures the evaluation plan aligns with the HFA logic model and includes evaluation questions, methods, and projected timelines for evaluating process implementation **and short-term family outcomes. Depending on the maturity of the state system, the plan may not yet include quantitative measurement of family outcomes but must include quantitative measurement of implementation.**
-  **1** The evaluation plan does not yet align with the HFA logic model and/or the evaluation plan does not yet include evaluation questions, methods, and a projected timeline for evaluating implementation and family outcomes.

 **TIP:** The Central Administration may choose to also include system level implementation and outcomes in the evaluation plan though this is optional.




 **TIP:** The evaluation plan is strengthened when taking into account community context and addressing issues of confidentiality, data burden, data quality; diversity, equity, and inclusion; and family and staff involvement.

E-1.2 The evaluation plan is developed and reviewed (and updated as needed) through active collaboration among stakeholders (evaluators, Central Administration staff/contractors, advisory members, program managers, and to the greatest extent possible home visitors and families).

Intent: A direct communication system between Central Administration staff/contractors, program managers, and evaluation team members reinforces the use of evaluation outcomes to inform practice and supports the development of realistic outcome measures, an understanding of issues in the field, and provides unique perspectives into interpretation of the data. When program managers participate in the development of the evaluation plan, pertinent questions regarding implementation and outcomes may be determined which impact the overall quality of services. Conversations between Central Administration staff, program managers, advisory members and evaluation/research team members will encourage sites to make necessary changes based upon solid evaluation results.

The evaluation plan is reviewed at least once every two years to determine if an update is needed reflecting any relevant changes (e.g., in areas such as community context, focus areas for the evaluation, roles and responsibilities, newly implemented innovations or enhancements, and evaluation tools and design).

E-1.2 RATING INDICATORS

-  **3** No 3 rating for E-1.2.
-  **2** The Central Administration ensures the evaluation plan is developed and reviewed at least once every two years through active collaboration among stakeholders (evaluators, Central Administration staff/contractors, advisory members, program managers, and to the greatest extent possible home visitors and families). Updates to the plan are made as needed.
-  **1** The Central Administration does not yet ensure the evaluation plan is developed through active collaboration among stakeholders, or the plan is not reviewed at least once every two years.






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

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

Intent: The ability to share aggregate data both within and outside of the multi-site system allows evaluation and research to support HFA sites in continuous quality improvement, contribute to the field with lessons learned about implementation, and advance the evidence base on HFA and home visiting. The evaluation plan for data sharing and confidentiality considers the following: intent and scope of data sharing, methods of sharing data, steps to ensure confidentiality and security of the data (for both physical and electronic security), how data shared is to be used and to what benefit, and relevant confidentiality agreements.




E-1.3 RATING INDICATORS

-  **3** No "3" rating for E-1.3.
-  **2** The evaluation plan addresses confidentiality assurances so data and results can be shared both inside and outside the multi-site system. This plan ensures data is only reported as aggregate data.
-  **1** The evaluation plan does not yet address confidentiality assurances so data and results can be shared data and both inside and outside the multi-site system. Or the plan does not yet ensure data will be reported in aggregate only.

E-2 The evaluation is conducted by individuals with experience in evaluation design and implementation and experience with home visiting programs.

Intent: To ensure individuals responsible for conducting the evaluation are familiar with qualitative, process and outcome evaluation tools, analysis and home visiting. It does not require the use of randomized trials or scientific evidence.

E-2 RATING INDICATORS

-  **3** No “3” rating for E-2.
-  **2** The evaluation is led by individual(s) with education and experience in program evaluation. Lead evaluators have a PhD or Master’s degree with experience in home visiting, statistics, evaluation design and analysis and have conducted program evaluation for a minimum of 3 years.
-  **1** The evaluation is not yet led by individual(s) with education and experience in program evaluation as detailed in the 2 rating.




E-3 Evaluation findings and data are used for decision-making and quality improvement at both the Central Administration and site level. Findings are communicated to stakeholders annually and used to guide policy, and service delivery improvements within the system.

Intent: A primary purpose of data collection and evaluation is to inform continuous quality improvement and decision-making about multiple aspects of the multi-site system. Reporting of evaluation findings should include recommendations for next steps. For example: 1) areas of further study, 2) change in practice, 3) additional training, 4) new quality assurance or technical assistance support, and/or 5) new policy.

E-3.1 Evaluation findings are communicated within the multi-site system at least once annually.

Intent: Findings typically include data the Central Admin can use to improve services for the system as a whole. Evaluation findings are communicated at least annually so that findings may be used for a range of purposes, including public awareness, community engagement, policymaker education, and internal improvement purposes. Evaluation findings may be communicated through a variety of presentation formats, such as written reports or summaries, policy or practice briefs, and interactive in-person or virtual meetings, depending on the type of finding and purpose of communication.

E-3.1 RATING INDICATORS

-  **3** Evaluation findings are shared with Central Administration staff, program managers, **and one or more additional group of key stakeholders (e.g., home visitors, families, policy makers, advisory group) at least once annually.**
-  **2** Evaluation findings are shared with Central Administration staff and program managers at least once annually.
-  **1** Evaluation findings are not yet shared with Central Administration staff and program managers at least once annually.



TIP: When the central admin shares evaluation findings with one or more additional groups of key stakeholders, the central admin should tailor communication to the interests and needs of the stakeholder groups.






TIP: The Central Administration is encouraged to be flexible in what it shares annually to ensure it is relevant and supportive to current practices.

E-3.2 Evaluation findings lead to recommendations for Central Administration improvements in policy, training, quality assurance, technical assistance, evaluation, and administration, and inform strategies to strengthen site implementation.

Intent: Evaluation findings are used by Central Administration staff to develop recommendations for improvements. These recommendations can guide revisions to one or all functional areas of the system (policy, training, quality assurance, technical assistance, evaluation and administration), and support strategies to strengthen site implementation.

E-3.2 RATING INDICATORS

-  **3** Evaluation findings include **at least two recommendations** for improving Central Administration functions and/or strengthening site level implementation that have been acted on.
-  **2** Evaluation findings include **at least one recommendation** for improving Central Administration functions and/or strengthening site level implementation that has been acted on.
-  **1** Evaluation findings do not yet include at least one recommendation for improvements to Central Administration and/or site level implementation, or recommendation has not yet been implemented.



TIP: Evaluators and Central Administration staff are encouraged to collaborate with local sites when developing recommendations.






TIP: Evaluators and Central Administration staff are encouraged to develop recommendations in more than one functional area.

E-4 The Central Administration follows its policies regarding evaluation and/or research studies involving past or present participant families.

E-4.1 The Central Administration follows its policy (P-2.7) regarding assurance of family privacy and voluntary choice with evaluation and/or research conducted by (or in cooperation with) the multi-site system. Access to confidential family information (e.g., family files, personal information, data files, consent forms, etc.) is restricted to authorized personnel.

Intent: The multi-site system ensures confidential family information is safeguarded within locked family files or computer protected for online data systems. Families are offered services without pressure to participate in the research process. Family data are protected at all times to ensure confidentiality.

E-4.1 RATING INDICATORS

-  **3** No “3” rating for E-4.1.
-  **2** The system’s policy (P-2.7) is followed to protect each family’s identity and privacy in any evaluation or research study conducted by or with the cooperation of the system. Participants provide voluntary informed consent without pressure to participate. Access to confidential family and staff information (i.e., data, files, reports, etc.) is restricted only to authorized personnel.
-  **1** The system’s policy is not yet being followed to protect the family’s identity and privacy in any evaluation or research study conducted by or with the cooperation of the system; or participants are not yet provided with voluntary consent without pressure to participate; or access to confidential family and staff information (i.e., data, files, reports, etc.) is not yet restricted only to authorized personnel.




Note: This is a Safety Standard



TIP: It is recommended the Central Administration and its research staff/contractors familiarize themselves with the federal policy for protection of human subjects

E-4.2 The Central Administration follows its policy (P-2.8) for reviewing and recommending approval or denial of research proposals, whether internal or external, involving past or present families or family information.

E-4.2 RATING INDICATORS

-  **3** The site has followed its policy regarding the review and approval or denial of any research proposals involving past or present families or family information.
-  **2** Past instances may have occurred when the site did not follow its policy, however **documentation from the review of the most recent approved research proposal demonstrates that its policy is being followed; or no requests for research have been received to date.**
-  **1** The Central Administration’s policy is not yet being followed.

Tables of Documentation

EVALUATION: The multi-site system has a formal evaluation component which follows a set of general practices consistent with conducting a high-quality evaluation. Evaluation includes stakeholder engagement and is focused on questions that generate relevant information for the multi-site system. Evaluation findings and lessons learned are shared to inform quality improvement, advance practice, and contribute to the HFA evidence base. The areas focused on, the types of questions addressed, and the evaluation design will vary based on the size and maturity of the multi-site system.

| Standard | Pre-Site Documentation to include in Self Study |
|--|---|
| <p>E-1.1 Evaluation plan aligns with the HFA logic model and includes evaluation questions, methods, and timelines for evaluating implementation and family outcomes that are appropriate for the size and maturity of the system</p> | <p>Submit Evaluation Plan.</p> |
| <p>E-1.2 Evaluation plan is developed and updated through active collaboration</p> | <p>Submit a description of the process utilized to develop and/or update the evaluation plan. Include a copy of minutes/correspondence/mechanisms and stakeholder groups/attendees/participants who were involved.</p> |
| <p>E-1.3 The plan addresses confidentiality assurances</p> | <p>If not included in the evaluation plan, describe how confidentiality assurances are addressed so data and results can be shared both inside and outside the multi-site system and how the plan ensures data is only reported as aggregate data.</p> |
| <p>E-2 The evaluation is led by individuals with experience in evaluation design and implementation and experience with home visiting programs</p> | <p>Submit resumes, curricula vitae of evaluation team.</p> |
| <p>E-3.1 Evaluation findings are communicated</p> | <p>Provide list of stakeholder groups who received most recent evaluation findings and a description of how results are communicated to stakeholders throughout the system, including timeframe of findings dissemination (if not included in Evaluation Plan).</p> |
| <p>E-3.2 Evaluation findings lead to recommendations for improvements in central admin. functional areas, and inform strategies to strengthen site level implementation.</p> | <p>Submit most recent evaluation findings made available to stakeholders including recommendations for improvement based on findings. Describe how recommendations will strengthen site implementation of the HFA model and related practices.</p> |
| <p>E-4.1 Central Admin. follows policy with regard to assurances of family privacy and voluntary choice</p> | <p>If not included in policy P-2.7, describe how system assures family privacy and voluntary choice and how this is documented.</p> <p>Note: This is a Safety Standard</p> |
| <p>E-4.2 Central Admin. follows its policy for reviewing and recommending research proposals</p> | <p>Include narrative description with any research proposals received and how they were handled. Include documentation of this process.</p> |

ADMINISTRATION:

The Central Administration follows a set of general practices consistent with responsible system administration.






Intent: To provide guidance regarding responsible system administration including advisory group support, hiring practices, a fiscal management process, and strategic planning. All these administrative processes are designed to support continuation of the HFA multi-site system and its sites.

A-1 The Central Administration develops an equity plan based on what it learns about itself, from an equity perspective, in the way it supports the sites within its system. The equity plan sets a course for continuous improvement to achieve greater equity in all aspects of its functional areas (policy, training, technical assistance, quality assurance, evaluation, and administration) and takes into account the culture of those it supports. The equity plan is reviewed annually and updated (as needed).

Intent: Taking time to thoughtfully review information gathered from sites demonstrates respect and value for what has been shared, assists the Central Administration in focusing on particular areas where there is opportunity for growth, and provides an opportunity to reflect on the progress it is making to promote equity. The meaningful identification of growth opportunities is the basis of the Central Administration's equity plan, which also summarizes strengths and challenges, along with any patterns or trends noted over time. The equity plan provides an opportunity to identify strategies to combat implicit bias, address barriers to equitable service delivery, and work to dismantle the causes of disparity and inequity.

A-1 RATING INDICATORS

-  **3** The Central Administration has an equity plan that is reviewed annually and incorporates a summary of site and staff input **along with what it learns by completing a formal self-assessment tool related to diversity, equity, inclusion, and belonging (DEIB)**. Strategies are developed based on what it learns from this information.
-  **2** The Central Administration has an equity plan that is reviewed annually and incorporates a summary of site and staff input and strategies are developed based on what it learns from this information.
-  **1** Any of the following: there is no equity plan; the equity plan does not yet incorporate a summary of site and staff input, strategies are not based on site and staff input, or the equity plan is not reviewed annually and updated as needed.






TIP: A variety of mechanisms may be used to gather information from sites and staff including service data, survey questions and feedback already sought from sites in regard to training, TA and QA practices.

A-2 The multi-site system has a broadly-based group (not limited to representatives of member sites/host agencies) which serves in an advisory capacity in the planning and coordination of system services and activities.

Intent: Advisory groups serve a critical function for HFA sites and multi-site systems. The Central Administration is expected to utilize its own advisory group while each site utilizes its own local advisory group (consistent with BPS GA-1.A-C). Advisory groups can be strong advocates for the services provided, often representing the system in other venues and settings which increases recognition and visibility. Advisory group members bring different skills and perspectives and often have access to resources and information to strengthen the system.

A-2.1 The Central Administration's advisory group is an effectively organized, active body that meets at least quarterly to advise on the functions specified in A-2.




A-2.1 RATING INDICATORS

-  **3** The Central Administration's advisory/governing group meets at least quarterly and is an effectively organized, active body, which advises on the planning and coordination of **all system services and activities**.
-  **2** The Central Administration's advisory/governing group meets at least quarterly and advises on system planning and coordination **but could be more active in one area**.
-  **1** The Central Administration's advisory/governing group is not yet active; is not yet involved in advising on system planning and coordination; or meets less than quarterly.

A-2.2 The advisory group is comprised of system-level stakeholders with diverse professional and cultural representation, including individuals from within and outside the multi-site system.




Intent: Advisory group membership deserves careful consideration and planning in order to ensure it is best able to serve the needs of the system as a whole. The Central Administration must determine the key leaders whose circle of influence intersects with the work of HFA while also extending beyond to arenas not always represented within the multi-site system itself, i.e., policymakers, business leaders, law enforcement and higher education representatives, etc.

A-2.2 RATING INDICATORS

-  **3** The advisory group membership is professionally and culturally diverse and **with a broad mix of leaders and decision-makers, including parents**.
-  **2** The advisory group's membership has some professional and cultural diversity and **could be more broadly representative of leaders from outside the multi-site system**.
-  **1** The advisory group's membership does not yet include members with a mix of professional and cultural diversity, or the advisory group membership is comprised solely of individuals from within the multi-site system (sites, host organizations, Central Administration and subcontractors).




A-2.3 The Central Administration's advisory group provides recommendations and strategies for growth, advocating and promoting the integration of HFA within a broader network of supports and services, on behalf of the needs of families throughout the multi-site system.

A-2.3 RATING INDICATORS

-  **3** The Central Administration's advisory group provides recommendations and strategies for growth, advocating and promoting the integration of HFA within a broader network of supports and services, on behalf of the needs of families throughout the multi-site system. **Recommendations for improvement have been implemented.**
-  **2** The Central Administration's advisory group provides recommendations and strategies for growth, advocating and promoting the integration of HFA within a broader network of supports and services, on behalf of the needs of families throughout the multi-site system. **Recommendations for improvement have not yet been implemented.**
-  **1** The Central Administration's advisory group has not yet provided recommendations or strategies for growth, or does not yet advocate and promote the integration of HFA within a broader network of supports and services, on behalf of the needs of families throughout the multi-site system.

A-3 The Central Administration has a written budget to monitor expenditures and revenues, to manage financial resources, and support system activities. The Central Administration's budget information includes both Central Administration functions and site level costs (when sites are funded by or contracted through the Central Administration).

A-3 RATING INDICATORS

-  **3** No 3 rating for Standard A-3.
-  **2** The multi-site system has a written budget which addresses the Central Administration and site functions (when sites are funded by or contracted through the central admin). The budget is used to monitor and manage expenditures for sites (when applicable) and the Central Administration.
-  **1** Any of the following: The multi-site system does not yet have a written budget which addresses both Central Administration and site functions (when applicable) or the budget is not yet being used to monitor and manage expenditures for sites and administration.

- A-4** The Central Administration (and subcontractors, if applicable) actively recruits, employs, and promotes qualified personnel and administers its personnel practices without discrimination based upon age, sex, gender identity, sexual orientation, race, creed, color, ethnicity, religion, nationality, political affiliation, citizenship status, marital status, veteran status, disability or handicap, genetic information, pregnancy, family medical history, or any other characteristic protected by applicable federal, state, or local laws of the individual under consideration.
[EEOC Discrimination Types](#)

A-4 RATING INDICATORS

- 3** The Central Administration
- **is in compliance with the Equal Opportunity Act in the United States,**
 - disseminates its equal opportunity policy broadly and uses recruitment materials that specify the non-discriminatory nature of the site's employment practices
 - has no administrative findings or court rulings against the organization in this respect, and
 - has no known violations of equal employment opportunity.
- 2** Status is under review and pending final determination; no major difficulties have been identified in the process of a review conducted by a regulatory authority; and there are no known violations of equal employment opportunity; the organization uses limited means of disseminating information on its non-discriminatory hiring practices.
- 1** The Central Administration is in process of remediation of identified difficulty; the Central Administration is not yet in compliance with the applicable law and has not yet begun corrective action; the Central Administration has violated its equal opportunity policy; or the Central Administration does not yet disseminate information internally or externally on its position on equal opportunity.

- A-5** The Central Administration's (and its subcontractor's) personnel recruitment and selection practices ensures human resource needs are met.

Intent: It is critical the Central Administration protect the safety of participants throughout the entire multi-site system. Central Administration personnel including subcontractors who have access to family records, identifying data or direct interactions with families independently, will have legally permissible background checks completed and two references checked.




- A-5.1** The Central Administration's recruitment and selection practices include use of standardized interview questions, and verification of two references. If hired from within the organization, performance appraisals can suffice.

A-5.1 RATING INDICATORS

- 3** The Central Administration has a process which ensures use of standardized interview questions, and two reference checks are completed with all Central Administration personnel and subcontractors.
- 2** Past instances were found when any of the requirements mentioned in the 3-rating did not occur at the time of employment. However, **recent practice** demonstrates the Central Administration has implemented a process requiring use of standardized interview questions, and two reference checks are completed at the time of employment.
- 1** The Central Administration does not yet have a process to ensure all of the following: use of standardized interview questions, and two reference checks are completed with Central Administration personnel and its subcontractors.

A-5.2 The Central Administration's recruitment and selection practices include completion of criminal background checks at the time of employment for individuals with access to families and/or access to identifying data.

A-5.2 RATING INDICATORS




-  **3** The Central Administration has a process which ensures criminal background checks are completed at the time of employment with all Central Administration personnel and subcontractors with access to families and/or their identifying data.
-  **2** Past instances were found when criminal background checks were not completed at the time of employment. However, all currently employed staff and subcontractors (who have access to families or to identifying data) have now had background checks, and **recent practice** demonstrates the Central Administration has implemented a process requiring criminal background checks are completed at the time of employment.
-  **1** The Central Administration does not yet have a process to ensure criminal background checks are completed with Central Administration personnel and its subcontractors who have access to families and/or their identifying data.

Note: This is a Safety Standard

A-5.3 The Central Administration ensures technical assistance and quality assurance is provided to sites by qualified individuals.

Intent: The Central Administration staff/contractors providing technical assistance and quality assurance to the sites should be experienced in family support, knowledgeable of all aspects of the HFA model including the critical elements, have a college degree or with commensurate experience, and be fully aware of how all aspects of the multi-site system interact such that all components from the larger system are integrated into information provided to the sites. Technical assistance and quality assurance staff will complete all components of HFA core training within 12 months of hire. Additionally, all TA and QA staff complete HFA Implementation training and HFA peer reviewer training within 18 months of hire as a TA or QA provider with the multi-site system (Implementation training and Peer Reviewer training are available online). Subsequent to peer training, TA and QA providers with the multi-site system are encouraged to serve as a national peer reviewer but are not required to do so.

A-5.3 RATING INDICATORS

-  **3** Central Administration staff providing technical assistance and quality assurance have a college degree or commensurate experience and have completed:
 - 1) HFA core training (Foundations, FROG and Supervision) within 12 months of hire
 - 2) HFA Implementation training within 18 months of hire (for those hired January 1, 2018 or later, and optional for those hired prior)
 - 3) HFA Peer Reviewer training within 18 months of hire
-  **2** Central Administration staff providing technical assistance and quality assurance have college degree or commensurate experience. Past instances may have occurred when individuals providing technical assistance and quality assurance did not complete all required trainings (see items 1, 2 and 3 above in the 3 rating), however **recent practice** indicates this is now occurring and all TA and QA staff have received the trainings regardless of timeframe.
-  **1** Any one of the following: technical assistance and quality assurance staff are without college degree or commensurate experience; or technical assistance and quality assurance staff have not completed all required training indicated in the 2 and 3 rating indicators above.






TIP: Sites have found hiring technical assistance and quality assurance staff with strong HFA experience and prior training may increase overall effectiveness.



TIP: When possible TA and QA staff are encouraged to complete core training requirements sooner than 12 months of hire, and Implementation and Peer training sooner than 18 months.





- A-6** Oversight is provided to Central Administration TA and QA staff to ensure accountability, and ongoing availability of skill development and professional support.

A-6 RATING INDICATORS

-  **3** The Central Administration TA and QA staff are held accountable for the quality of their work, receive skill development and professional support.
-  **2** Past instances were found when Central Administration TA and QA staff were not held accountable or received skill development and professional support; however **recent practice** indicates this is now occurring.
-  **1** Central Administration TA and QA staff are not yet held accountable for the quality of their work, receive skill development and professional support.





- A-7** Changes impacting the affiliation or disaffiliation of sites within the system have been communicated to the HFA National Office within thirty days. Refer to policy standard P-3 regarding affiliation and disaffiliation.

A-7 RATING INDICATORS

-  **3** No “3” rating for A-7.
-  **2** The Central Administration notifies the HFA National Office of any new affiliations or disaffiliations in its system within thirty days of these changes occurring.
-  **1** The Central Administration has not yet notified the HFA National Office of new affiliations or disaffiliations within thirty days of the change occurring.
-  **N/A** There have been no new affiliations or disaffiliations within the last 24 months.





- A-8** The Central Administration addresses any grievances from sites within its system in accordance with its policy (P-4).

A-8 RATING INDICATORS

-  **3** No “3” rating for A-8.
-  **2** The Central Administration has followed its policy regarding any grievance reported, including documentation indicating the person identified as responsible for receiving and responding to any grievances was informed, the issue was clearly defined, an action plan was developed to support resolution within an identified timeframe, and an appeals process was made available when needed.
-  **1** Central Administration does not yet follow its policy regarding grievances received from sites within its system.
-  **N/A** There have been no grievance reported in the last 24 months.

A-9 When critical incidents occur at the local site level, communication policy established by the Central Administration (P-5) is followed to ensure the Central Administration is notified within one business day. This includes situations involving child or caregiver death or serious abuse incidents which prompt local investigation or media involvement, as well as litigation pertaining to Healthy Families work/services. Central Administrations which fund local HFA sites also require the site report any gross misuse of funds as a critical incident. The policy also requires the National Office be notified if the matter escalates to state and/or national level attention.
[To inform the National Office, please submit this form as instructed.](#)

A-9 RATING INDICATORS

-  **3** No “3” rating for A-9.
-  **2** There is indication the communication policy has been followed (P-5) in the event of any critical incidents (as stated in the standard) at the local site level. If warranted the National Office was also promptly notified.
-  **1** Communication policy has not yet been followed in the event of a critical incident(s) at the site level.
-  **N/A** No critical incidents have occurred at the site level in the last 24 months.

END MULTI-SITE Central Administration STANDARDS




Prior to an accreditation decision, the HFA National Office will confirm the following A-10 requirements are in adherence (these requirements are identical to those labeled GA-7 in the BPS). A multi-site system is required to remedy any that are out of adherence before the accreditation award can be conferred.

A-10 In accordance with HFA’s Affiliation and Licensing Agreement, which grants sites and multi-site systems the ability to implement the model and access its intellectual property, affiliates are required to adhere to the responsibilities outlined therein, particularly those pertaining to data, fees, brand identity, and research.

A-10.1 The Central Administration ensures that all HFA required data pertaining to site staff and participants is provided as specified in the [Overview of HFA Data Reporting Requirements](#).

Intent: HFA requires select data on sites, staff, and participants to accurately and effectively represent the entire HFA network and support continuous quality improvement. It is imperative that sites provide current information as defined in the [Overview of HFA Data Reporting Requirements](#). When all site data is recorded accurately and is up to date, we are best able to understand, reflect on, and articulate to the field and key stakeholders and decision-makers the collective impact the HFA model has.

A-10.1 RATING INDICATORS




-  **3** No 3 rating for A-10.1.
-  **2** All HFA required data, as defined in the [Overview of HFA Data Reporting Requirements](#), is accurate and up to date and is consistent with expectations for all affiliated sites.
-  **1** Data required of all HFA affiliates is not yet currently up to date as required of all HFA affiliates.

Note: This is a National Office Requirement.

A-10.2 The multi-site system is up to date with all fees owed to the HFA National Office.

Intent: Multi-site systems must have any outstanding fees paid in full prior to accreditation.

A-10.2 RATING INDICATORS




-  **3** No 3 rating for A-10.2.
-  **2** The multi-site system has no outstanding fees owed to the National Office or has now paid any fees previously owed.
-  **1** The multi-site system currently has overdue or unpaid fees.

Note: This is a National Office Requirement.

A-10.3 The multi-site system utilizes the trademarked HFA name, logo, and brand according to HFA graphic standards.

Intent: The image and integrity of the HFA model is maintained through appropriate use of HFA graphics on all promotional materials and other documents and images shared publicly (electronically or in hard copy). Visual representation that is uniform across the HFA network conveys a stronger brand identity.

A-10.3 RATING INDICATORS

-  **3** No 3 rating for A-10.3.
-  **2** The multi-site system utilizes HFA graphics (name, logo, etc.) in accordance with HFA graphic standards for site materials made available publicly.
-  **1** The multi-site system is not yet utilizing HFA graphics (name, logo, etc.) in accordance with HFA graphic standards for site materials made available publicly.

Note: This is a National Office Requirement.

A-10.4 The Central Administration ensures that the National Office

- 1) is notified in advance of participation, by one or more sites within its system, in a research study involving
 - a) the HFA model, or
 - b) participant families, past or present, enrolled in HFA services
- 2) is provided information on the study, as described in the [HFA Site Research Policy](#)
- 3) receives annual updates on study progress, reports, and any plans to disseminate results




Intent: HFA encourages participation in research when feasible and appropriate. Notifying the National Office prior to participation and sharing information about the project

- 1) establishes ongoing communication between the National Office, the Central Administration, participating site(s), and study investigators; and
- 2) provides the opportunity to ensure alignment with the HFA Site Research Policy, maximizing the value of study findings and their integration with existing HFA evidence and practice.

Please Note:

- Another entity (e.g., research partner) may submit the study notification and information but it is the responsibility of the Central Administration to ensure this information is received by HFA, as described in the [HFA Site Research Policy](#).
- For multi-site systems not involved in any research studies, the Central Administration will indicate in writing they are not involved and indicate their understanding of HFA requirements should a request for participation in research occur at a later time.

A-10.4 RATING INDICATORS

- | | |
|---|--|
|  | 3 No 3 rating for A-10.4. |
|  | 2 The Central Administration notifies the National Office prior to participation in any research study involving 1) the HFA model, or 2) participant families, past or present, enrolled in HFA services; and receives study updates consistent with HFA's Site Research Policy. If the multi-site system is not involved in any research study, a written statement indicating such, as described in the intent, will be provided. |
|  | 1 The Central Administration has not yet followed through with National Office requirements as listed in the 2 rating. |

Note: This is a National Office Requirement.



TIP: The Research Department at the National Office can provide guidance and support to Central Administration staff and study investigators. The Central Administration is strongly encouraged to reach out to the Research Department through their Training and TA Specialist as early in the process as possible.

Tables of Documentation

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

Standard

Pre-Site Documentation to include in Self-Study

A-1 | Equity Plan

Submit Equity Plan including a brief description of the process for developing the plan (tools utilized, who provided input into the plan and who participated in strategy development).

A-2.1 | Effectively organized advisory group, meets at least quarterly, advising on system planning and coordination

Submit description of the advisory group structure including any subgroup or committee structures.

Submit meeting notes from the most recent year.

A-2.2 | The diverse advisory group membership

Submit roster of advisory group membership including characteristics reflecting a broad mix of leaders and decision-makers with diverse professional and cultural representation from within and outside of the MS System. (i.e. length of time on the group, life experience, characteristics, skills, abilities and demographics reflective of population served).

A-2.3 | Recommendations and strategies for growth

Submit recommendations developed with advisory group, including which have been implemented.

A-3 | Written budget

Submit brief narrative of the budgeting process for all six components of Central Admin. (policy, training, technical assistance, quality assurance, evaluation and administration). If sites are funded or contracted through Central Admin. include the budgeting and monitoring process for sites.

A-4 | Equal Opportunity Employment

Submit examples reflecting how the organization actively recruits, employs, and promotes qualified personnel and administers its personnel practices without discrimination, and how this information is disseminated. Indicate if there have been any known violations of equal opportunity.

Tables of Documentation (cont.)

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

| Standard | Pre-Site Documentation to include in Self-Study |
|--|---|
| A-5.1 Personnel recruitment | <p>Describe the personnel recruitment procedure reflecting where positions are posted, and the approach for standardized interview questions and reference checks.</p> <p>Personnel files will be reviewed onsite. If peers are not permitted access to personnel files, a letter on agency letterhead signed by Human Resources (HR) director can be provided verifying internal review of personnel records. If providing a letter, it must include the first and last names of all current HFA staff, date of hire, and confirmation that each of the following exist in the personnel record:</p> <ul style="list-style-type: none"> - utilization of standardized interview questions that comply with employment and labor laws and interview responses or summaries maintained for currently employed staff - verification of two reference checks or letters of recommendation. If hired from within the organization, performance appraisals can suffice, - date criminal background check was completed, - if utilized, date of state child abuse registry check. <p>Any items not maintained by HR in the personnel file, such as interview responses/summary or reference checks, and thus unable to be verified via a letter from HR, must be provided by the program manager to be reviewed onsite.</p> |
| A-5.2 Personnel recruitment includes criminal background checks | <p>See A-5.2</p> <p>Note: This is a Safety Standard</p> |
| A-5.3 The technical assistance and quality assurance is provided sites by qualified individuals | <p>Submit documentation reflecting staff providing technical assistance and quality assurance to support sites within the multi-site system to implement the HFA Best Practice Standards have a college degree or commensurate experience and have completed:</p> <ol style="list-style-type: none"> 1) HFA core training (Foundations, FROG and Supervisor Core) within 12 months of hire 2) HFA Implementation training within 18 months of hire (for those hired January 1, 2018 or later, and optional for those hired prior) 3) HFA Peer Reviewer training within 18 months of hire |
| A-6 TA and QA staff receive skill development and professional support | <p>Submit names of TA and QA staff and their respective supervisor(s)</p> |
| A-7 Affiliations and disaffiliations | <p>Submit list of all affiliations and disaffiliations in the last 24 months</p> |
| A-8 Grievances addressed | <p>Indicate if there have been any grievances in the last 24 months</p> |
| A-9 Communication regarding critical incidents | <p>Summarize critical incidents which occurred in the last 24 months</p> |
| A-10 National Office Requirements | <p>No documentation required pre-site</p> |