



The Council on Quality and Leadership

for use with

Quality Measures 2005SM

CQL Accreditation: An Integrated Approach to Quality



CQL Accreditation: An Integrated Approach to Quality

for use with Quality Measures 2005SM

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American Network of Community Options
and Resources
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Brain Injury Association
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THE COUNCIL ON QUALITY AND LEADERSHIP (CQL)

The Council on Quality and Leadership (CQL) is the recognized leader for quality of life for people with disabilities and people with mental illness, and the people, organizations and communities who support them. Through our services, publications and public presence, we establish real connections between disabilities' theory and practice, helping those who work in the disability community take the important step from innovative ideas to everyday action.

CQL is an international not-for-profit organization dedicated to being the leader for excellence in the definition, measurement and evaluation of personal and community quality of life for people with disabilities and people with mental illness.

OUR VISION

A world of dignity, opportunity and community inclusion for all people.

OUR MISSION

To provide leadership for greater world-wide inclusion and quality of Community LifeSM for all people.

For over three decades CQL has taken the leadership initiative in developing progressive measures of quality in services and supports, quality of life outcomes and Community LifeSM.



INTRODUCTION

Through its work in promoting person-directed outcomes, The Council on Quality and Leadership (CQL) has determined that its methods for interviewing and gathering information and for measuring these outcomes are well established. The principles that support person-directed quality of life – self-determination, choice and self-advocacy – are gaining increased momentum.

CQL's experience in promoting personal outcomes, however, now leads us to new challenges. We recognize that personal outcomes take place within communities of concerned and supporting people. Hence, this new phase of our work focuses on the social or community context for the attainment of personal quality of life.

Organizations that implement this person-directed orientation have their own clear visions and values about quality of life for all people within a community. The individual focus of person-directed outcomes, self-determination and individual choice requires a social context.

This connection between personal outcomes and community builds on the research and practices of social capital. The term “social capital” describes the ties and trust that we have with other people, including our families, friends, neighbors, social groups, colleagues and service providers. Strong social capital enables all of us to live healthier and happier lives, increase our community affiliations, and exercise choice and self-determination. The research and practices associated with social capital provide a solid footing for placing a person-directed approach within the context of Community LifeSM.

The community context leads us to our current emphasis on social capital, formal and informal support networks, and Community LifeSM. The challenge for organizations and support groups is not only to engage in person-directed processes; rather, it is to use the person-directed orientation to build social capital and Community LifeSM for all people.

CQL's *Quality Measures 2005SM* is a wide-ranging document with multiple uses in promoting an integrated quality management system. This set of broad-based quality indicators supports organizational quality improvement efforts. *Quality Measures 2005SM* provides a quality design and feedback guide for organizations,

support groups and communities. It offers the measures, indicators and measurement methodologies for the CQL Accreditation program.

The CQL Accreditation process includes measurement of each of the five sections of the *Quality Measures 2005SM*:

- Shared Values
- Basic AssurancesSM
- Personal Outcome MeasuresSM
- Responsive ServicesSM
- Community LifeSM

A BRIEF INTRODUCTION TO THE MEASURES

Shared Values

CQL's quality enhancement focus, the *Standards for Services* of the 1980s, the *Personal Outcome MeasuresSM* of the 1990s, and the current *Quality Measures 2005SM* were, and are, grounded in a set of values. These values guide and form a platform for all our work, including the accreditation process.

Organizational values drive organizational behavior. They influence management decisions, organizational priorities and the character of the workforce. Just as individual behaviors are driven by our internal belief systems or values, our collective values guide our organizational behavior and shape our organizational culture.

Organizational leaders articulate values. The collective action of formal and informal leaders embeds values within the culture of the organization. Values, then, become important criteria in making organizational decisions. Most organizational decisions related to budget, human resource or regulatory matters are ultimately decisions about values – what people and organizations believe are important.

The Shared Values section of the *Quality Measures 2005SM* contains ten Factors and 32 Indicators.

Basic AssurancesSM

CQL's Basic AssurancesSM require more than compliance with licensing and certification standards. Basic AssurancesSM looks at the provision of safeguards from the **person's perspective**. While the Basic AssurancesSM contain requirements for certain systems and policies and procedures, the effectiveness of the system or the policy is determined in practice, person by person.

All organizations whether public or private, large or small, providing services and/or supports to people must demonstrate Basic AssurancesSM or they should not be in operation. Demonstrations of assurances of health, safety and human security are prerequisites for providing Responsive ServicesSM and enhancing the quality of life for all people. Assurances are not statements of intent or promises; they are demonstrations of successful operations in the areas of health, safety and human security.

The Basic AssurancesSM section of the *Quality Measures 2005SM* contains ten Factors and 46 Indicators.

Personal Outcome MeasuresSM

The Personal Outcome MeasuresSM are a powerful tool for evaluating personal quality of life and the degree to which organizations individualize supports to facilitate outcomes. People define outcomes for themselves. The outcomes are non-prescriptive; they have no norms. Each person is a sample of one. We all define friendship, health or respect uniquely. Thus, the meaning and definition of Personal Outcome items will vary from person to person. An organization can only design and provide the needed supports after it figures out how the person defines his or her outcomes.

Personal Outcomes are important because they put listening to and learning from the person at the center of organizational life. Personal Outcome MeasuresSM enable us to learn about people in new and different ways. They provide a guide to person-directed planning. Personal Outcome MeasuresSM enable organizations to identify people's priorities. Knowing about people's priority outcomes directs planning efforts.

Personal Outcome MeasuresSM 2005 Edition has identified 21 outcomes (Indicators) that are grouped in the following three Factors:

My Self: Who I am as a result of my unique heredity, life experiences and decisions.

My World: Where I work, live, socialize, belong or connect.

My Dreams: How I want my life (self and world) to be.

Responsive ServicesSM

Responsive ServicesSM integrates the different quality Indicators from Shared Values, Basic AssurancesSM, Personal Outcome MeasuresSM and Community LifeSM.

These Indicators direct the quality inquiry beyond questions of internal compliance and process conformity. Responsive ServicesSM redefine the relationships among people, community and organizations. Responsive organizations perform the bridging function of connecting people with their communities.

Responsive organizations are committed to building social capital and integrating Personal Outcomes with Community LifeSM, innovative management practices and Basic AssurancesSM. These organizations see connectedness among Shared Values, Basic AssurancesSM, Personal Outcome MeasuresSM and Community LifeSM.

The Responsive ServicesSM section of the *Quality Measures 2005SM* contains four Factors and 21 Indicators.

Community LifeSM

The Community LifeSM Indicators continue CQL's emphasis on relationships between and among people – people with disabilities, families, supporters and community members. The Indicators also increase the examination of the relationship between organizations and the community. In doing so, CQL continues its tradition of emphasizing systems advocacy to promote change and responsiveness in community-based systems of service.

The following principles are contained within Community LifeSM:

- People and organizations are connected to other people and other organizations. Person-based quality is grounded in community. All places are both connected to, and part of, larger and more global places.
- Organizations connect citizens and their communities.
- Organizations can optimize the person-focused quality within the realities and possibilities of Community LifeSM.
- Community LifeSM (community connections, relationships and resources) supports personal quality of life.

Our goal is to foster the bridging role of organizations in facilitating relationships between people and their communities. Human service organizations serve this bridging role when they connect people with other civic associations and/or community resources.

Organizations optimize the goals and interests of person-defined quality of life within the opportunities and constraints of place-based quality in communities. They optimize person-directed quality of life within the realities of place-based Community LifeSM. For example, organizations assist people to find work they like within the existing job market. Bridging organizations influence communities and alter place-based Community LifeSM to emphasize the characteristics and contributions of people. They may, for instance, show how realigned job duties better serve the needs of both the person and the employer. “Bridging” optimizes personal quality of life within place-based Community LifeSM.

In fulfilling its mediating role, the organization identifies the most relevant and important Community LifeSM areas. These may include, but are not limited to:

- Housing
- Employment
- Health Care
- Transportation
- Education and Learning
- Social Capital

The Community LifeSM section of the *Quality Measures 2005SM* contains three Factors and eight Indicators.

The pages that follow present the Factors and Indicators for each section of the *Quality Measures 2005SM*.



Quality Measures 2005SM

Quality Measures	Factors
SHARED VALUES	<p><i>Shared Values around People</i></p> <ol style="list-style-type: none"> 1. Dignity and Worth 2. Legal and Human Rights 3. Self-Determination and Choice <p><i>Shared Values in the Community</i></p> <ol style="list-style-type: none"> 4. Community Settings 5. Social Capital <p><i>Shared Values of the Organization</i></p> <ol style="list-style-type: none"> 6. Community Partnerships 7. Shared Leadership 8. Continuous Learning 9. Open Communication 10. Continuous Improvement
BASIC ASSURANCESSM	<ol style="list-style-type: none"> 1. Rights Protection and Promotion 2. Dignity and Respect 3. Natural Support Networks 4. Protection from Abuse, Neglect, Mistreatment and Exploitation 5. Best Possible Health 6. Safe Environments 7. Staff Resources and Supports 8. Positive Services and Supports 9. Continuity and Personal Security 10. Basic AssurancesSM System
RESPONSIVE SERVICESSM	<ol style="list-style-type: none"> 1. Person Focus 2. Community Focus 3. Strategic Focus 4. Accountability Focus
PERSONAL OUTCOME MEASURESSM	<ol style="list-style-type: none"> 1. My Self 2. My World 3. My Dreams
COMMUNITY LIFESM	<ol style="list-style-type: none"> 1. Quality of Community LifeSM Data, Information and Analysis 2. Organizational Role 3. Community LifeSM Initiatives

Shared Values

SHARED VALUES FACTORS AND INDICATORS:

Shared Values around People

FACTOR ONE: DIGNITY AND WORTH

Indicators:

- Each person is inherently valuable.
- People can grow and develop.
- People have the right to life, liberty and human security.
- People have dignity and respect.

FACTOR TWO: LEGAL AND HUMAN RIGHTS

Indicators:

- The Universal Declaration of Human Rights of the United Nations and the constitutions of nations and states apply to all people.
- Rights may not be limited without due process.
- Rights are not curtailed merely because a person has a disability.

FACTOR THREE: SELF-DETERMINATION AND CHOICE

Indicators:

- People direct decisions that impact their lives.
- People develop self-determination capacity.
- People contribute to their communities.

Shared Values in the Community

FACTOR FOUR: COMMUNITY SETTINGS

Indicators:

- People live in communities.
- People achieve personal goals and outcomes in communities.
- People have responsibilities in the community.

FACTOR FIVE: SOCIAL CAPITAL

Indicators:

- Communities promote social capital for all people.
- The organization and civic networks enhance Community LifeSM for all people.

Shared Values of the Organization

FACTOR SIX: COMMUNITY PARTNERSHIPS

Indicators:

- The organization defines and exercises its responsibility in building social capital.
- The organization enables people to participate in community development activities.
- The organization involves community partners in the affairs of the organization.
- The organization's members assume leadership positions in community activities.
- The organization recruits community representatives for leadership positions.

FACTOR SEVEN: SHARED LEADERSHIP

Indicators:

- All people demonstrate leadership and responsibility.
- Organizational participants contribute to the goals and priorities of the organization.

FACTOR EIGHT: CONTINUOUS LEARNING

Indicators:

- Organizational participants develop relevant skills and knowledge.
- Organizational participants contribute to networks of trust and reciprocity.

FACTOR NINE: OPEN COMMUNICATION

Indicators:

- The organization promotes communication between and among staff, families and people supported.
- The organization communicates its mission, priorities and management plan.
- The organization has procedures for soliciting input from people served, supporters and the community.
- The organization demonstrates how learning causes change.

FACTOR TEN: CONTINUOUS IMPROVEMENT

Indicators:

- The organization determines that its supports are meaningful to each person.
- The organization integrates learning into practices that support outcomes.
- The organization does ongoing quality improvement.
- Quality improvement includes the collection and analysis of data related to quality assurance, quality improvement and quality of Community LifeSM.

Basic AssurancesSM

BASIC ASSURANCESSM FACTORS AND INDICATORS:

FACTOR ONE: RIGHTS PROTECTION AND PROMOTION

Indicators:

The organization implements policies and procedures that promote people's rights.

The organization supports people to exercise their rights and responsibilities.

Staff recognize and honor people's rights.

The organization upholds due process requirements.

Decision-making supports are provided to people as needed.

FACTOR TWO: DIGNITY AND RESPECT

Indicators:

People are treated as people first.

The organization respects people's concerns and responds accordingly.

People have privacy.

Supports and services enhance dignity and respect.

People have meaningful work and activity choices.

FACTOR THREE: NATURAL SUPPORT NETWORKS

Indicators:

Policies and practices facilitate continuity of natural support systems.

The organization recognizes emerging support networks.

Communication occurs among people, their support staff and their families.

The organization facilitates each person's desire for natural supports.

FACTOR FOUR: PROTECTION FROM ABUSE, NEGLECT, MISTREATMENT AND EXPLOITATION

Indicators:

The organization implements policies and procedures that define, prohibit and prevent abuse, neglect, mistreatment and exploitation.

People are free from abuse, neglect, mistreatment and exploitation.

The organization implements systems for reviewing and analyzing trends, potential risks and sentinel events, including allegations of abuse, neglect, mistreatment and exploitation, and injuries of unknown origin and deaths.

Support staff know how to prevent, detect and report allegations of abuse, neglect, mistreatment and exploitation.

The organization ensures objective, prompt and thorough investigations of each allegation of abuse, neglect, mistreatment and exploitation, and of each injury, particularly injuries of unknown origin.

The organization ensures thorough, appropriate and prompt responses to substantiated cases of abuse, neglect, mistreatment and exploitation, and to other associated issues identified in the investigation.

FACTOR FIVE: BEST POSSIBLE HEALTH

Indicators:

People have supports to manage their own health care.

People access quality health care.

Data and documentation support evaluation of health care objectives and promote continuity of services and supports.

Acute health needs are addressed in a timely manner.

People receive medications and treatments safely and effectively.

Staff immediately recognize and respond to medical emergencies.

FACTOR SIX: SAFE ENVIRONMENTS

Indicators:

The organization provides individualized safety supports.

The physical environment promotes people's health, safety and independence.

The organization has individualized emergency plans.

Routine inspections ensure that environments are sanitary and hazard free.

FACTOR SEVEN: STAFF RESOURCES AND SUPPORTS

Indicators:

The organization implements a system for staff recruitment and retention.

The organization implements an ongoing staff development program.

The support needs of individuals shape the hiring, training and assignment of all staff.

The organization implements systems that promote continuity and consistency of direct support professionals.

The organization treats its employees with dignity, respect and fairness.

FACTOR EIGHT: POSITIVE SERVICES AND SUPPORTS

Indicators:

People's individual plans lead to person-centered and person-directed services and supports.

The organization provides continuous and consistent services and supports for each person.

The organization provides positive behavioral supports to people.

The organization treats people with psychoactive medications for mental health needs consistent with national standards of care.

People are free from unnecessary, intrusive interventions.

FACTOR NINE: CONTINUITY AND PERSONAL SECURITY

Indicators:

The organization's mission, vision and values promote attainment of personal outcomes.

The organization implements sound fiscal practices.

Business, administrative and support functions promote personal outcomes.

The cumulative record of personal information promotes continuity of services.

FACTOR TEN: BASIC ASSURANCESSM SYSTEM

Indicators:

The organization monitors Basic AssurancesSM.

A comprehensive plan describes the methods and procedures for monitoring Basic AssurancesSM.

Responsive ServicesSM

RESPONSIVE SERVICESSM FACTORS AND INDICATORS:

FACTOR ONE: PERSON FOCUS

Indicators:

- The organization's mission, values and vision clearly define its commitment to people.
- The organization systematically identifies and responds to people's priorities.
- The organization respects and addresses the personal and professional priorities of direct support professionals, volunteers and community supporters.
- The organization analyzes aggregate data about personal outcomes to plan for the future.
- Skills needed by employees are identified and used in the recruitment and hiring practices of the organization.
- The organization's training and career development program facilitate both personal outcomes and organization goals.
- Formal and informal performance feedback systems promote motivation, commitment and career progression for all employees.
- The organization capitalizes on the diverse ideas and culture of its customers (people served, employees and the community).

FACTOR TWO: COMMUNITY FOCUS

Indicators:

- The organization's mission, values and vision clearly define its role in the community.
- The organization supports employees, volunteers, people served and their families in developing social networks and community connections.
- The organization defines its community leadership responsibility.
- The organization analyzes the impact of its community involvement in terms of people served, families, employees, volunteers and the community.

FACTOR THREE: STRATEGIC FOCUS

Indicators:

- Strategic thinking and planning is grounded in knowledge, information and data from people served, employees and community.
- Data analysis directs resource allocation.
- The organization integrates its efforts in quality assurance, quality improvement and quality of life into a single integrated quality management system.
- The organization facilitates knowledge management and organizational learning.

FACTOR FOUR: ACCOUNTABILITY FOCUS

Indicators:

- A code of ethical conduct and practice applies to all members.
- The organization has governance, human resource, financial and legal policies, procedures and practices.
- The organization meets all relevant licensing and certification requirements.
- The organization has sound financial systems (budgeting, accounting and reporting) that provide meaningful data and analysis.
- The organization provides a safe, clean and healthy environment for all its members.

Personal Outcome MeasuresSM

PERSONAL OUTCOME MEASURESSM FACTORS AND INDICATORS:

FACTOR ONE: MY SELF

Indicators:

- People are connected to natural support networks.
- People have intimate relationships.
- People are safe.
- People have the best possible health.
- People exercise rights.
- People are treated fairly.
- People are free from abuse and neglect.
- People experience continuity and security.
- People decide when to share personal information.

FACTOR TWO: MY WORLD

Indicators:

- People choose where and with whom they live.
- People choose where they work.
- People use their environments.
- People live in integrated environments.
- People interact with other members of the community.
- People perform different social roles.
- People choose services.

FACTOR THREE: MY DREAMS

Indicators:

- People choose personal goals.
- People realize personal goals.
- People participate in the life of the community.
- People have friends.
- People are respected.

COMMUNITY LIFESM FACTORS AND INDICATORS:

FACTOR ONE: QUALITY OF COMMUNITY LIFESM DATA, INFORMATION AND ANALYSIS

Indicators:

Data and information are collected on key Community LifeSM measures that impact all citizens.

Data analysis includes information about people with disabilities, other community members and people from diverse socio-economic sectors.

FACTOR TWO: ORGANIZATIONAL ROLE

Indicators:

The organization enters into partnerships with other community organizations to enhance Community LifeSM for all citizens.

The organization defines its leadership role in promoting Community LifeSM, including leadership roles and responsibilities for direct support professionals, people with disabilities and people with mental illness, their families, volunteers and members of the Board of Directors.

FACTOR THREE: COMMUNITY LIFESM INITIATIVES

Indicators:

The organization facilitates opportunities for direct support professionals, people with disabilities and people with mental illness, their families, volunteers and members of the Board of Directors to network, build social capital and increase Community LifeSM.

The organization has a clearly defined set of strategies for systems advocacy.

The organization has a method for assessing its success in systems advocacy.

The organization connects people with other individuals and groups engaging in individual and systems advocacy related to enhancing Community LifeSM.

The purpose of this manual is to outline the CQL Accreditation process. This manual provides an overview of the CQL Accreditation process beginning with the Accreditation Application and continuing through the CQL Accreditation Partnership Agreement.

The manual is organized to take the reader through the steps in the accreditation process. Due to the co-evaluative nature of CQL Accreditation, together we will determine the order and time frames for each step along the way.

Section One includes a description of the CQL Accreditation Application process. This includes time frames for completing the application and an overview of the information to be provided.

Section Two describes the Shared Values and Basic AssurancesSM Self-Assessment process.

Section Three describes the on-site validation process of the organization's Shared Values and Basic AssurancesSM Self-Assessments.

Section Four focuses on collecting Personal Outcome MeasuresSM data which serves as the organization's Self-Assessment.

Section Five focuses on how validation of the Personal Outcome MeasuresSM data will occur.

Section Six describes the Responsive ServicesSM and Community LifeSM Self-Assessment process.

Section Seven describes the on-site validation process of the organization's Responsive ServicesSM and Community LifeSM Self-Assessments.

Section Eight presents the CQL Accreditation Partnership Agreement. This formalizes the ongoing nature of the relationship between CQL and the organization.

Section Nine answers common questions about CQL Accreditation.

The Appendix includes supporting documents:

A. Personal Outcome MeasuresSM Validation Process

B. Shared Values and Basic AssurancesSM

Validation (On-site Visit)

- Information and Documents to be Sent to CQL
- Activities to Prepare
- Sample Schedule

C. Responsive ServicesSM and Community LifeSM

Validation (On-site Visit)

- Information and Documents to be Sent to CQL
- Activities to Prepare
- Sample Schedule

The CQL Accreditation Application includes required forms and instructions for providing demographic and roster information. The application is available on CD or may be downloaded from www.thecouncil.org. This information can be completed and Emailed electronically.

Self-Assessments are provided on CD at the back of manuals:

- Shared Values
- Basic AssurancesSM
- Responsive ServicesSM
- Community LifeSM

Each Self-Assessment asks the organization to evaluate how well it is meeting the Indicators for that area of the *Quality Measures 2005SM*.

In addition to the information contained in this manual, detailed information about measurement tools and information gathering strategies can be found in these CQL manuals: *Quality Measures 2005SM*, *Shared Values*, *Basic AssurancesSM*, *Responsive ServicesSM*, *Personal Outcome MeasuresSM 2005 Edition* and *Community LifeSM*.

A NOTE ABOUT LANGUAGE

Terms used in the CQL Accreditation process:

Co-evaluation is a method of assessment where CQL partners with the organization in a review of its systems and practices. Co-evaluation is cooperative, continuous and constructive. It provides a means of organizational learning and change.

Self-Assessment is the process used to determine how well the organization's systems match with CQL's *Quality Measures 2005SM*.

Validation is the process used to ensure the reliability of the organization's Self-Assessment information.

CQL Accreditation Partnership Agreement is the document used to outline the four-year commitment between CQL and the organization.

On-site Visit is the time when CQL staff are present at the organization.

Terms referencing people/organizations:

Organizational members/participants refers to the people affiliated with or supported by the organization.

Community members are not directly affiliated with the organization, but are people who support the organization. This term also includes people who have resources desired, needed or used by the organization.

People refers to all people except when clearly differentiated to mean people receiving services and supports.

Organization refers to the entity that provides services and supports. Organizations function as bridges for people to their communities. Organizations can be large or small, public or private, single entity or networks, regional, state or federal. Organizations can provide minimal or infrequent supports as well as comprehensive, around the clock services.

Terms referencing aspects of the application manuals:

Factors are the main topics for each application of *Quality Measures 2005SM*. For example, in *Basic AssurancesSM*, one of the Factors is Rights Protection and Promotion.

Indicators are expectations or outcomes for each Factor. "Staff recognize and honor people's rights," is an example of an Indicator under the *Basic AssurancesSM* Factor of Rights Protection and Promotion.

Probes are listed under each Indicator and assist in determining the presence of the Indicator within an organization or system.

INTRODUCTION TO

CQL ACCREDITATION

CQL has over 35 years of experience in defining, measuring and evaluating the quality of services in organizations and systems through our accreditation process. Our process begins with defining quality from the person's perspective. Personal Outcome MeasuresSM remain at the heart of the accreditation process. In addition, we connect our history of promoting Basic AssurancesSM and values with our new vision for Responsive ServicesSM and quality of Community LifeSM. We emphasize the role of community supports in facilitating personal quality of life. CQL combines these ingredients into a unique accreditation process. We recognize that quality is not a “thing”, but an ongoing process that requires focused efforts over time.

As such, CQL Accreditation is not simply an event that results in a plaque on the wall for a one-, two- or three-year term. Our accreditation depends on an ongoing partnership with customers – one that creates an individualized quality enhancement review. This partnership enhances the organization's ability to use limited resources, direct and increase human and financial capital in successful ways, and build on the internal organizational strengths and capacity.

CQL Accreditation is based on a reciprocal relationship that begins before and continues long after the accreditation determination is made. Collaboration links the organization and CQL in a partnership that leads to increased quality of life for all organizational members. Together, CQL and the organization measure, analyze and plan. This process is co-evaluative and builds organizational expertise to learn about and respond to what people want.

CQL Accreditation offers organizations and systems:

- a method of defining, measuring and evaluating quality from the person's perspective;
- a measure of confidence that Basic AssurancesSM are in place;
- a collaborative approach to external measurement of quality;
- a partnership for ongoing support during the term of the accreditation; and
- a recognition of excellence.

CQL Accreditation is right for organizations wanting to:

- improve people's personal and community quality of life;
- use limited financial and human resources wisely;
- implement practices that efficiently and effectively help them succeed in responding to people;
- build internal expertise to measure success and plan next steps; and
- have a partner on the journey to excellence.

Some organizations may decide that CQL Accreditation is not right for them. They might prefer to use our Personal Outcome MeasuresSM as a tool for personal and organizational planning without becoming accredited. Other organizations may focus on Basic AssurancesSM to address other priorities.

Once the decision to apply for accreditation has been made, CQL and the organization begin a journey. Together we measure Shared Values, Basic AssurancesSM, Personal Outcomes, service responsiveness and commitment to Community LifeSM. Using the *Quality Measures 2005SM*, organizations and CQL:

- assess the alignment between values and practices and work to close any gaps;
- ensure that Basic AssurancesSM are in place;
- learn which outcomes are important to people;
- assess service responsiveness; and
- move the organization from the role of provider of services to one of bridging organization.

The table on the following page captures the steps in the CQL Accreditation process.

Steps in the CQL Accreditation Process

Time Frames	CQL Team is On-site at Organization	What Happens	Who is Involved
6 to 12 months or earlier, before the first on-site visit	No	Organization submits Accreditation Application	Organization, with CQL support
3 to 6 months before the first on-site visit	No	Shared Values Self-Assessment	Organization, with CQL support
	No	Basic Assurances SM Self-Assessment	Organization, with CQL support
	No	Personal Outcome Measures SM data collection	Organization, with CQL support
	No	Data and other required documentation submitted for CQL review	Organization, with CQL support
As scheduled	Yes	Shared Values and Basic Assurances SM Validation	CQL, with Organization support
As scheduled	Determined by validation criteria and options	Personal Outcome Measures SM Self-Assessment	CQL and/or Organization
As scheduled	Yes	Personal Outcome Measures SM Validation	CQL and/or Organization
As scheduled	No	Responsive Services SM Self-Assessment	Organization, with CQL support
	No	Community Life SM Self-Assessment	Organization, with CQL support
As scheduled	Yes	Responsive Services SM and Community Life SM Validation	CQL, with Organization support
	Yes	Develop CQL Accreditation Partnership Agreement	CQL and Organization
Throughout the accreditation term	Determined by agreement and needs of the Organization	Based on the CQL Accreditation Partnership Agreement, CQL and Organization work together on targeted topics/areas	CQL and Organization



SECTION *One*

CQL ACCREDITATION APPLICATION

The first step toward CQL Accreditation is to submit an initial application six months or more before the anticipated date of CQL’s first on-site visit. The actual time depends on the organization’s need for support for the first on-site visit. Some organizations submit the application early (twelve months or more in advance) and request assistance in determining their readiness for the first on-site visit. Others (typically organizations with previous working relationships with CQL) submit the application six months prior to the first on-site visit.

The application provides CQL staff with information needed to understand the organization’s services and to plan for the on-site visit(s) and ongoing relationship. Additionally, this information is used to determine the number of people who will be part of the on-site activities and the number of CQL staff assigned to complete the first on-site visit.

The application requests information on:

- the organization and the services and supports it provides;
- the people receiving services and supports;
- preferred dates for the first on-site visit;
- assurances and agreements; and
- travel suggestions for CQL staff.

The CQL Accreditation Application is available on CD or may be downloaded from www.thecouncil.org and can be completed and Emailed electronically.

A written confirmation of the dates of the first on-site visit is sent after receipt of the application. This agreement letter also identifies the CQL team leader, the number of staff who will be on the team and the length of the first on-site visit.

Section One

DOCUMENTS TO SUBMIT	WHEN TO SUBMIT
Application	Six to twelve months prior to first on-site visit

SECTION *Two*

SHARED VALUES AND BASIC ASSURANCESSM (SELF-ASSESSMENTS)

This discovery phase is essential to an organization's path to CQL Accreditation and represents the beginning of collaborative learning with CQL.

The Self-Assessment is a workbook that contains each of the Factors, Indicators and Probes to help an organization or system conduct an internal assessment. The organization can use the Self-Assessment as a baseline tool to assess its status before making any changes or as a tool to assess progress over time. Each Self-Assessment asks the organization to evaluate how well it is meeting the Indicators for that area of the *Quality Measures 2005SM*. The tool lists definitions that guide an organization's Self-Assessment.

Using the Shared Values and Basic AssurancesSM manuals, first take a look at the description of each Factor to get a sense of the meaning and scope of the Factor. Next, review the Indicators and Probes. Use the information gathering strategies to collect the information needed to make decisions about the Probes and Indicators.

Information gathering strategies for Shared Values and Basic AssurancesSM include learning from and listening to people. Spending time with people receiving services and supports in a variety of settings and situations is the best place to start. Other information gathering methods include:

- holding small group meetings (focus groups) to find out from people served, their families, staff and other community members how values and assurances are practiced within the organization; and
- reviewing written materials such as mission and vision statements, person-directed plans, fund-raising materials, meeting minutes, policies and procedures, and incident management systems.

The organization will also provide its historical data on Personal Outcome MeasuresSM at this time. There is no prescribed format for this information and it does not have to be a formal report. The CQL team will be interested in the types of Personal Outcome MeasuresSM data about people that the organization routinely collects and uses.

Section Two

DOCUMENTS TO SUBMIT	WHEN TO SUBMIT
Shared Values Self-Assessment	When completed and prior to on-site visit
Basic AssurancesSM Self-Assessment	When completed and prior to on-site visit
Personal Outcome MeasuresSM data	At the same time as the Self-Assessments
Data and other information listed in Appendix B	At the same time as the Self-Assessments

After the accreditation application is submitted, the organization conducts its own Shared Values and Basic AssurancesSM Self-Assessments. These Self-Assessments clarify the values of the organization and evaluate the comprehensiveness of the Basic AssurancesSM system.

SECTION *Three*

SHARED VALUES AND BASIC ASSURANCESSM VALIDATION (ON-SITE VISIT)

Once the Shared Values and Basic AssurancesSM Self-Assessments are completed and submitted, the next step is an on-site visit by the CQL team. The purpose of the visit is to validate the information submitted with the application and the organization's Self-Assessments. It is a time to prepare for the continued partnership and determine opportunities for organizational learning and development.

Prior to the on-site visit, the CQL team leader discusses the schedule and methods for gathering additional information with the organization. The organization prepares for the on-site visit by reviewing the worksheet in Appendix B: Shared Values and Basic AssurancesSM Validation: Activities to Prepare.

During the on-site visit, the organization:

- presents information about Shared Values and Basic AssurancesSM;
- organizes focus groups and other meetings, gatherings and visits with people; and
- answers questions and provides additional information, as needed.

CQL team members spend time at locations where people are supported. At the conclusion of the visit, the CQL team provides a summary of findings and highlights of the Shared Values and Basic AssurancesSM Self-Assessment data validation.

The organization and CQL negotiate a framework for the next steps. CQL and the organization determine the time frame for the Personal Outcome MeasuresSM data collection and validation, using the criteria outlined in Appendix A.

If the organization and/or CQL determine that any of the Basic AssurancesSM Indicators are not present, the organization takes action to correct the issues prior to the next step of the CQL Accreditation process. CQL staff are available for additional off-site consultation. Depending on the specific issues, CQL staff may make a return visit to the organization.

Section Three

ACTIVITIES TO PREPARE	WHEN TO PREPARE
Documents: available on-site	Before CQL team arrives for on-site visit
Opening Meeting: participants, logistics and presentations	Before CQL team arrives for on-site visit
Focus Groups: participants and logistics	Before CQL team arrives for on-site visit
Lunches: participants and logistics	Before CQL team arrives for on-site visit
Meetings and Targeted Interviews with People: participants and logistics	Before CQL team arrives for on-site visit

SECTION *Four*

PERSONAL OUTCOME MEASURESSM DATA COLLECTION AND VALIDATION (SELF-ASSESSMENT)

Collecting Personal Outcome MeasuresSM data is a key component of CQL Accreditation. These data are a core metric for the accreditation process. The process for collecting Personal Outcomes information is described in *Personal Outcome MeasuresSM 2005 Edition*. In short, the 21 Personal Outcome MeasuresSM Focused Conversations are conducted with people and those who know them best. These data become the organization's Self-Assessment of Personal Outcomes. The data and information gathered from these conversations lead to personal and organizational planning.

About 30 days before the Validation is scheduled, CQL will identify a representative sample of people to be part of the organization's Personal Outcome MeasuresSM Self-Assessment. The organization conducts interviews with the selected individuals and records the presence of outcomes and supports. This Self-Assessment is not mailed to CQL. Instead it will be reviewed by the CQL team at its next on-site visit.

Section Four

ACTIVITIES	WHEN
TO PREPARE	TO PREPARE
Personal Outcome MeasuresSM Self-Assessment	Before CQL team arrives for on-site visit

SECTION *Five*

PERSONAL OUTCOME MEASURESSM VALIDATION

Validation occurs to ensure reliability and validity of the Personal Outcome MeasuresSM Self-Assessment data. Depending on the organization's experience and internal capacity with CQL's Personal Outcome MeasuresSM, there are several options for determining how the data are collected and validated. For some organizations, this means they collect the data and CQL staff validates the data at their next visit. For others, CQL collects the data with organizational staff as observers. These are just two of several options. The organization and CQL team leader will negotiate the most appropriate option for data collection and validation based on the needs of the organization.

The options and criteria are included in Appendix A: Personal Outcome MeasuresSM Validation Process.

SECTION *Six*

RESPONSIVE SERVICESSM AND COMMUNITY LIFESM SELF-ASSESSMENTS

Completing both a Responsive ServicesSM Self-Assessment and a Community LifeSM Self-Assessment is the next step in the CQL Accreditation process. These Self-Assessments reflect the organization's responsiveness to people within the context of Community LifeSM.

The Self-Assessment is a workbook that contains each of the Factors, Indicators and Probes to help an organization or system conduct an internal assessment. The organization can use the Self-Assessment as a baseline tool to assess its status before making any changes or as a tool to assess progress over time. Each Self-Assessment asks the organization to evaluate how well it is meeting the Indicators for that area of the *Quality Measures 2005SM*. The tool lists definitions that guide an organization's Self-Assessment.

Using the Responsive ServicesSM and Community LifeSM manuals, first take a look at the description of each Factor to get a sense of the meaning and scope of the Factor. Next, review the Indicators and Probes. Use the information gathering strategies to collect the information needed to make decisions about the Probes and Indicators.

Information gathering strategies for Responsive ServicesSM and Community LifeSM include learning from and listening to people. Spending time with people receiving services and supports in a variety of settings and situations is the best place to start. Other information gathering methods include:

- holding small group meetings (focus groups) with people served, their families, staff and other community members; and
- reviewing written materials such as mission and vision statements, person-directed plans, meeting minutes, policies and procedures, and data management systems.

All Self-Assessment tools are available on CD at the back of manuals *Shared Values*, *Basic AssurancesSM*, *Responsive ServicesSM* and *Community LifeSM* and can be completed and Emailed electronically.

Section Six

DOCUMENTS TO SUBMIT	WHEN TO SUBMIT
Responsive ServicesSM Self-Assessment	When completed and prior to on-site visit
Community LifeSM Self-Assessment	When completed and prior to on-site visit
Integrated Quality Management Plan	At the same time as the Self-Assessments
Data and information listed in Appendix C	At the same time as the Self-Assessments

SECTION *Seven*

RESPONSIVE SERVICESSM AND COMMUNITY LIFESM VALIDATION (ON-SITE VISIT)

Once the organization completes and submits the Self-Assessments, CQL schedules an on-site visit.

The purpose of the visit is two-fold:

1. CQL validates the Responsive ServicesSM and Community LifeSM Self-Assessments.
2. CQL and the organization integrate information regarding Shared Values, Basic AssurancesSM, social capital, personal and community quality of life, and innovative management practices in preparation for defining the parameters of future collaboration.

This visit ultimately serves as the springboard for the ongoing quality enhancement partnership between the organization and CQL.

Although much of the preparation for the on-site visit focuses on Responsive ServicesSM, an equally important aspect of the process is the opportunity to look to the future of the larger system. To that end, this visit also serves to support organizations to measure important aspects of Community LifeSM.

Prior to the on-site visit, the CQL team leader discusses the schedule and methods for gathering and sharing information with the organization. During the visit, the organization presents information about Responsive ServicesSM and Community LifeSM. The organization provides the results of a community assessment, organizes focus groups and other meetings, and arranges for CQL to observe a person-directed planning meeting.

Organizational staff are available during the visit to answer questions and provide additional information, as needed. At the conclusion of the visit, the CQL team provides a summary of findings. Included in the summary is information about Personal Outcomes data and validation, organizational strengths and highlights of the Self-Assessment data validation.

CQL provides feedback and recommendations regarding the organization's progress toward integrating Community LifeSM data collection and analysis. We help the organization develop its Community LifeSM and systems advocacy roles. We also facilitate strategic thinking. Finally, the organization and CQL will negotiate a framework for the CQL Accreditation Partnership Agreement.

Section Seven

ACTIVITIES TO PREPARE	WHEN TO PREPARE
Documents: submit in advance	Before CQL team arrives for on-site visit
Organization Presentation: participants, logistics and presentation	Before CQL team arrives for on-site visit
Community Assessment Presentation: participants, logistics and presentation	Before CQL team arrives for on-site visit
Accountability Systems Meeting: participants, logistics and presentation	Before CQL team arrives for on-site visit
Focus Groups: participants and logistics	Before CQL team arrives for on-site visit
Person-Directed Planning Observation and Follow Along: participants and logistics	Before CQL team arrives for on-site visit
Wrap-up/Next Steps Meeting: participants and logistics	Before CQL team arrives for on-site visit

SECTION *Eight*

CQL ACCREDITATION PARTNERSHIP AGREEMENT

The ongoing partnership between CQL and the organization represents a move from event-based accreditation towards a lasting relationship that supports the notion that “quality” is not something that happens in preparation for a periodic external review. We do not achieve quality. It is always in front of us as a goal. Thus, we join the organization on a journey to excellence.

The following conditions must be met to enter into a CQL Accreditation Partnership Agreement:

- Presence of all Basic AssurancesSM systems and practices;
- Ongoing evaluation, learning and growth supporting Shared Values;
- Personal Outcome MeasuresSM data that meets the threshold for the number of Outcomes and Supports present;
- Meeting threshold criteria for Responsive ServicesSM; and
- Demonstrated commitment to integrate Community LifeSM into operations and strategic thinking, beginning with an operational system for data collection about Community LifeSM issues.

The organization and CQL team develop a partnership agreement for ongoing collaboration. Included in this agreement are the actions the organization will take to continue on its quality journey. It also outlines CQL’s responsibilities and contributions that support the organization’s ongoing quality improvement efforts.

The focus of the CQL Accreditation Partnership Agreement may fall into one of several target areas for further development. The following areas are examples only, rather than an exhaustive list of all the possible areas for development:

PERSONAL OUTCOMES DATA MANAGEMENT

The organization focuses on the reliability of its Personal Outcome MeasuresSM data collection systems and/or analyses of their meaning. CQL support may include assisting in the organization’s analysis of data and integration in personal and organizational planning.

PERSON-DIRECTED PLANNING

The organization focuses its quality enhancement efforts in the development of its person-directed planning system and the skills of its staff. CQL support in this area may include focusing the organization’s efforts towards encouraging people to advocate for themselves and take more personal control of the planning process.

INTEGRATED QUALITY MANAGEMENT SYSTEM

The organization focuses on the development of an organizational knowledge management system that drives its operations and strategic planning. CQL support may include assisting organizations in integrating finance, personnel, administrative and program functions to be more responsive to people.

COMMUNITY LIFESM

The organization focuses its efforts on moving from the role of provider of services to bridge and connector for people to develop social capital and fully engage in the life of their communities. Support from CQL may include assisting organizations in implementing data collection and analysis systems for Community LifeSM Indicators, exploring possible alliances, developing action plans for building community partnerships and engaging in systems advocacy.

SECTION *Nine*

QUESTIONS ABOUT CQL ACCREDITATION

In this section, we answer some of the most frequently asked questions about CQL Accreditation.

How is CQL Accreditation with Quality Measures 2005SM different from the previous process?

The most noticeable differences are in both the measures and the methods used.

The new CQL Accreditation is built on four key foundations:

- Co-evaluation – we work in a close partnership with you throughout the process in data gathering, validation, analysis and improvement strategies
- Partnership Agreement – the accreditation term is a four-year partnership agreement that is reviewed and renewed annually
- Systems Approach – we stress an integrated approach to quality management
- Community Context – our goal is to foster the bridging role of the organization in facilitating relationships between people and their communities

The new process uses each of the five sections of the *Quality Measures 2005SM*:

- Shared Values
- Basic AssurancesSM
- Personal Outcome MeasuresSM
- Responsive ServicesSM
- Community LifeSM

Basic AssurancesSM are the fundamental, non-negotiable requirements. These must be present before the accreditation process can go forward. In each of the other areas, we recognize and support individualized approaches to achieving quality.

What is the usual time frame for completing the CQL Accreditation process?

For most organizations, especially those who have worked with CQL for a while, the new process will take place over a six to 12 month period.

For organizations who are newer to our approach or who need to address some findings, the process can extend over a longer time frame.

What happens at the end of the process?

The “end” is actually a new beginning. CQL Accreditation results in a four-year term, with annual agreements for collaboration. Collaboration links the organization and CQL in a partnership. Together, CQL and the organization measure, analyze and plan. This process is co-evaluative and builds your organizational expertise to learn about and respond to people.

Is there an accreditation report?

Instead of an accreditation report, there is a partnership agreement that outlines what happens next. Throughout the process, CQL team members will provide feedback and summaries of findings.

What are the new accreditation terms?

For those meeting the criteria, CQL Accreditation is awarded for a four-year term.

How often will CQL staff visit us during the accreditation term?

This will be developed through the CQL Accreditation Partnership Agreement. It is based on the team’s findings and the organization’s plan for ongoing quality improvement.

How do the Personal Outcome MeasuresSM fit into the new process?

The Personal Outcome MeasuresSM remain at the core and center of our work. We affirm their importance and value as a learning, planning and evaluation tool.

Listening to and learning from the person is at the center of organizational life. Since they were first introduced by The Council on Quality and Leadership (CQL) in 1993, the reliability and validity of the measures and the interviewing process have guided our work and the work of hundreds of organizations.

Our focus on the person is as strong as ever. This core value is found throughout each section of the *Quality Measures 2005SM*.

What about the new measures and services for Families with Young Children, Children and Youth, and Behavioral Health?

The *Quality Measures 2005SM* and accreditation process are indeed applicable to those individuals and service systems. Data gathering about people is based on the Personal Outcomes editions specific to those groups. The organization-focused sections of the *Quality Measures 2005SM* are applicable across all service settings and populations.

APPENDIX A

**Personal Outcome Measures™
Validation Process**

*Criteria for Determining the Method of Validating
Personal Outcome Measures™ Data Gathered by
the Organization*

APPENDIX B

**Shared Values and Basic Assurances™
Validation (On-site Visit)**

*Information and Documents to be Sent to CQL
Activities to Prepare
Sample Schedule*

APPENDIX C

**Responsive Services™ and Community Life™
Validation (On-site Visit)**

*Information and Documents to be Sent to CQL
Activities to Prepare
Sample Schedule*

PERSONAL OUTCOME MEASURESSM VALIDATION PROCESS*Criteria for Determining the Method of Validating Personal Outcome MeasuresSM Data Gathered by the Organization***WHY THIS PROTOCOL**

To ensure the Personal Outcome MeasuresSM data are valid, reliable and meet the threshold for accreditation:

- If decision-making is not reliable at .85, then the data are not valid – CQL and the organization develop plan of action.
- If reliability is met at .85, but Personal Outcomes criteria are not met – CQL and the organization develop a plan of action.
- If reliability of .85 is met and Personal Outcomes criteria are met – we continue with next steps in the accreditation process.

SELECTION OF PEOPLE TO INTERVIEW

1. Organization sends roster with the CQL Accreditation Application.
2. CQL determines sample size and identifies people to interview and communicates this information to organization.

COMPLETION OF INTERVIEWS: CURRENTLY ACCREDITED ORGANIZATIONS

1. Organization completes interviews of a designated, representative sample chosen by CQL staff.
2. Organization completes interviews within 30 days prior to the on-site validation visit.
3. Organization sends data to CQL prior to the on-site validation visit.

ON-SITE PROTOCOL TO DETERMINE DATA VALIDITY: CURRENTLY ACCREDITED ORGANIZATIONS

1. For organizations with a significant history with CQL Accreditation, CQL observes them conduct two interviews from sample. Organization and CQL make decisions independent from one another and reliability is calculated. The expectation is .85 reliability.
2. For newer, but established organizations, CQL completes two interviews from sample with organization staff as observers. Organization and CQL make decisions independent from one another and reliability is calculated. The expectation is .85 reliability.
3. For organizations with Certified Trainers and/or Certified Interviewers:
 - A. If only certified trainers/interviewers are conducting interviews, we assume data are reliable/valid. CQL conducts one interview from sample for general comparison.
 - B. Some organizations have an internal reliability system where their CQL certified trainers/interviewers train and validate the data with other organizational members. In this case, CQL will determine the process for validating the data which will entail a combination of direct interviewing, observing interviews and making the decisions with these staff.

COMPLETION OF INTERVIEWS AND VALIDATION OF DATA: NEW ACCREDITATION CUSTOMERS

Option 1: CQL staff complete all interviews in sample. The organization also completes one to three interviews outside the sample for comparison prior to the CQL on-site visit. This option is appropriate for new accreditation customers who have minimal to no experience with Personal Outcome MeasuresSM.

Option 2: Organization completes 50-75% of the number of required interviews with CQL as observers. CQL staff complete the remainder of interviews from the sample with staff who completed the other interview(s) as observers. This option is appropriate for new accreditation customers who have training in Personal Outcome MeasuresSM interviews.

Option 3: Organization completes all interviews except one. CQL conducts one interview from the sample. This option is appropriate for new accreditation customers who have Certified Trainers/Certified Interviewers in their organization.

SHARED VALUES AND BASIC ASSURANCESSM VALIDATION (ON-SITE VISIT)

Information and Documents to be Sent to CQL

Along with your Self-Assessments for Shared Values and Basic AssurancesSM, please submit copies of the following information (electronic copies are preferred):

POLICIES AND PROCEDURES

- Policies and procedures that protect and promote people’s rights. Include Rights Committee policies and procedures.
- Policies and practices that facilitate continuity of the person’s natural support system.
- Policies and procedures that define, prohibit, and prevent abuse, neglect, mistreatment and exploitation. Include policies related to the investigation of and responses to allegations of abuse/neglect and injuries of unknown origin.
- Policies and procedures that define the Incident Management System.
- Policies, procedures or protocols that describe procedures for providing individualized supports to ensure people’s health, safety and security.
- Emergency/disaster plans.
- Policies and procedures that reflect the organization’s commitment to positive behavioral support and the specific behavioral supports that may not be employed.
- Minutes from the last six Rights Committee’s meetings.
- Human Resources policies and procedures related to screening, hiring, training and evaluating staff.

DATA COLLECTION AND ANALYSIS AND EVIDENCE PROTOCOLS

- Personal Outcome MeasuresSM data from past year.
- Data collection and systems of the quality planning process.
- Plan to implement and monitor the presence of Basic AssurancesSM.
- Complaint data and analysis.
- Incident Management System data and analysis (last year).
- Safety drills conducted for the last 12 months.
- Records and reports including corrective actions taken, of the most recent fire, safety, sanitation and environmental inspections.
- Most recent reports from external licensing or certification organizations and the plan of action to address any concerns.
- Internal environmental inspection tools and data for last six months.

LISTS AND OTHER DOCUMENTS

- The vision, mission and belief statement(s).
- External communication, media and public relations materials.
- List of community resources: including local organizations, clubs, places of worship and schools used to build capacity for natural supports.
- Sample job description and performance evaluations for one position.
- List of people with plans that incorporate intrusive interventions.
- Values statement or list of Core Values.
- Independent financial audit and any required response/corrective action.
- Organization design chart.

Below are additional data to submit to CQL. These data will facilitate our understanding of administrative trends at your organization.

Administrative Data Set	Measure	Data Set
Finance – 1	Budget Variance	Actual Income = a Budgeted Income = b Actual Expense = c Budgeted Expense = d Measures = (a/b) and (c/d)
Finance – 2	Workers' Compensation Claim Cost	Incurred Claims = a Development Factor = b Payroll = c Measure = (a+b)/c
Finance – 3	Overtime	Overtime Salaries = a Temp Labor = b Salaries = c Measure = (a+b)/(a+b+c)
Workforce – 1	# Employees	Measure = # Employees
Workforce – 2	Average Wage Rate – Direct Support Professionals (DSP)	Sum of Hourly Wage Rates = a Number of Employees = b Measure = a/b
Workforce – 3	Vacancy – Exempt Staff	# Exempt Employees = a # Budgeted Positions = b Measure = a/b
Workforce – 4	Vacancy – Non-exempt Staff	# Non-exempt Employees = a # Budgeted Positions = b Measure = a/b
Workforce – 5	Cumulative Turnover – Exempt Staff	# Separations Year to Date = a # Budgeted Exempt Positions = b Measure = a/b
Workforce – 6	Cumulative Turnover – Non-exempt Staff	# Separations Year to Date = a # Budgeted Non-exempt Positions = b Measure = a/b
Workforce – 7	Tenure of Direct Support Professionals (DSP)	Measure = # DSPs employed more than one year/# DSPs
Services – 1	Percent of Allegations of Abuse, Neglect, Mistreatment and Exploitation that are Substantiated	# Allegations Substantiated = a # Allegations = b Measure = a/b
Services – 2	Daily Rate of Medication Errors	# Medication Errors = a # Medication Passes Each Day x # of Service Days = b Measure = a/b
Services – 3	Rate of Injuries per Person	# Injuries = a # People x Days of Service = b Measure = a/b
Services – 4	Rate of Emergency Room (ER) Visits per Person	# ER Visits = a # People x Days of Service = b Measure = a/b

Activities to Prepare

ITEMS TO HAVE AVAILABLE ON-SITE

1. Previous six months of documentation for:
 - a. Investigations of abuse, neglect, mistreatment and exploitation
 - b. Safety and environmental inspections and responses
 - c. Follow-up to complaints and grievances by people receiving services, families and friends, employees and volunteers, and community members
 - d. Reports and investigations of deaths
2. Comprehensive policy and procedures manuals

PREPARATION FOR THE ON-SITE VISIT

Opening Meeting (2 ½ to 3 hours)

1. Participants – Invite any number of people to this meeting including, but not limited to: people supported, families, volunteers, employees from throughout the organization, community members and the Board of Directors
2. Presentation of History and Mission – Prepare a presentation that tells the story of the history and mission of your organization, answering questions such as: Who are we? What were the events that inspired our founding? Who are key figures and what were their roles in our history? How have we changed (name, affiliations, focus, etc.)?
3. Stories of Shared Values – Present three stories that illustrate:
 - a. Shared Values around People
 - b. Shared Values in the Community
 - c. Shared Values of the OrganizationHow these stories are told can be done in a variety of ways. Feel free to be as straightforward or as creative as you desire.
4. Prepare and present an analysis of your organization's system of Basic AssurancesSM. It should include responses to the following questions: What systems are in place? How is the efficacy of each system measured? What data are collected? How are the data analyzed? What trends have been identified and how has the organization responded? What are the current initiatives, challenges and opportunities?

Focus Groups (1 ½ hours each)

1. People Supported – Choose six to eight people supported who are interested in and willing to meet with one or two CQL team members to discuss Shared Values and Basic AssurancesSM. People who communicate in different ways are included and the supports they need are provided. The location of the gathering is chosen by the participants to ensure that they are comfortable.
2. Direct Support Staff – Choose six to eight direct support staff who are interested in and willing to meet with one or two CQL team members to discuss Shared Values and Basic AssurancesSM. The location of the gathering is chosen by the participants to ensure that they are comfortable and are not distracted by regular job duties.

Note: Please provide written directions to any locations that are not at the organization.

Spending Time with People (up to 3 hours each)

1. The CQL team leader selects two people from the organizational roster. The organization asks permission from these people for a CQL team member to spend time with them at various times and locations during the day and/or in the evening (such as their home, at work and/or at other times and places where they live, work, volunteer or recreate).
2. Staff who know each of these people well may need to be available to meet with a CQL team member for a few minutes that same evening or the following day.

3. At least one of the two people who agree to have a CQL team member spend time with them should be someone who communicates in non-traditional ways.

Note: Please provide written directions to any locations that are not at the organization.

Targeted Interviews (30 minutes each)

1. Schedule people who meet the following criteria for targeted interviews:
 - a. The person who made the last complaint or a complaint in the last six months;
 - b. A person supported involved in an abuse, neglect, mistreatment or exploitation investigation in the last six months;
 - c. An organizational leader (chosen by the organization); and
 - d. A person supported who has consented to a behavior support plan with restrictive or intrusive interventions (this person will be chosen from the roster by the CQL team leader).

Note: Prior to the on-site visit or after arriving, CQL team members may request one to three additional interviews be scheduled based on findings during document review or other on-site information gathering.

2. Provide at least two locations with sufficient privacy for interviews. Interviews are expected to take no more than 30 minutes each.

Lunches (1½ hours each)

1. Community Members – Choose two to four members of the community who are affiliated with you and people you support, and are willing to have lunch with one to two CQL team members to discuss Shared Values and Basic AssurancesSM. The location of the lunch should be comfortable and have sufficient privacy. You decide how to arrange the lunches (such as, purchase boxed lunches, donation from a local restaurant, order pizza, families provide pot luck, people supported do a barbeque and management staff serve as waiters, etc.). CQL team members will cover the costs of their own lunches.
2. Family Members – Choose two to four family members of people who receive supports who are willing to have lunch with one to two CQL team members to discuss Shared Values and Basic AssurancesSM. The location is different from the Community Members lunch location and is comfortable with sufficient privacy. You decide how to arrange the lunches (such as, purchase boxed lunches, donation from a local restaurant, order pizza, families provide pot luck, people supported do a barbeque and management staff serve as waiters, etc.). CQL team members will cover the costs of their own lunches.

Note: Please provide written directions to any locations that are not at the organization.

Wrap Up/Next Steps Meeting (2½ hours)

1. CQL provides a review of the information gathered from personal interviews, focus groups and observations.
2. CQL presents the Organizational Profile (results grid with recommendations and commendations) and provides opportunities for organizational participants to ask questions.
3. CQL supports the organization in thinking about how to modify and enhance current systems, or brainstorm about new systems through a collaborative identification of priorities and next steps.
4. CQL provides an introduction to Responsive ServicesSM and Community LifeSM and works with the organization to determine a proposed schedule for continuing the CQL Accreditation process.

GENERAL NOTES FOR THE ORGANIZATION

- Based on the anticipated attendance at Opening and Wrap-up/Next Steps meetings, the location should be large enough to accommodate everyone comfortably.
- Please provide written directions to any locations that are not at the organization.
- For all meetings, please have a flip chart available.

Sample Schedule

This sample schedule gives you a sense of the flow of activities that takes place during the on-site visit. Actual times and sequence of events, meetings and other activities will be determined in consultation with the organization.

FIRST DAY (ON-SITE VISIT)

Opening Meeting: Organization Presentation – Shared Values Stories (1 hour)

- History and Mission of the Organization
- Shared Values around People
- Shared Values of the Organization
- Shared Values in the Community

Opening Meeting: Organizational Presentation – Basic AssurancesSM (1½ hours)

- Data Collection and Analysis
- Incident Reporting and Trending (Safety, Abuse, Neglect, Mistreatment, Exploitation, Medication Errors/Issues and Behavior Supports)
- Challenges, Opportunities and Responses

DURING THE ON-SITE VISIT

The CQL team leader will work with the organization to develop a schedule that includes the following components and fits with the organizational culture and people's routines. If possible, no more than two activities should be scheduled at the same time. The length of the Shared Values and Basic AssurancesSM on-site visit and the size of the team will be determined by the size of the organization and the inclusion of all these activities in the schedule. Activities are not listed in any particular order.

Focus Group with People Supported (1½ hours)

- Who Attends: Organization will choose six to eight people and determine if they are willing to participate.
- Where: People will choose location to meet with one or two CQL team member(s). Meeting should be held at a place other than an organization facility and should provide for sufficient privacy.
- Topic: Shared Values and Basic AssurancesSM.

Spending Time with People (approximately 3 hours each)

- Two CQL team members to spend time with two people receiving supports going about their normal routine.
- People will be selected by the CQL team leader from the organization's roster.
- Modified Personal Outcome MeasuresSM information gathering related to Basic AssurancesSM.

Note: At least one of the two people that CQL team members spend time with should be someone who communicates in non-traditional ways.

continued...

DURING THE ON-SITE VISIT, *continued from previous page*

Targeted Interviews (*four to eight people, 30 minutes each*)

- Person who made last complaint.
- Person involved in last abuse, neglect, mistreatment or exploitation allegation.
- Organizational leader (chosen by the organization).
- Person receiving supports who has consented to a restrictive/intrusive procedure as a part of a behavior support plan (chosen from roster by CQL team leader).
- Person(s) chosen based on issues identified during document review or other on-site activities.

Note: The above list is not exhaustive or mandatory and will be tailored to meet the needs and characteristics of each organization.

Community Members Lunch (*1½ hours*)

- Who Attends: Organization will invite two to four community members affiliated with the organization to have lunch and conversation with a CQL team member.
- Where: Organization will make arrangements for location and type of lunch.
- Topic: Organization's reputation as it relates to Shared Values and Basic AssurancesSM.

Family Members Lunch (*1½ hours*)

- Who Attends: Organization will invite two to four family members of people receiving services to have lunch and conversation with a CQL team member.
- Where: Organization will make arrangements for location and type of lunch.
- Topic: Organization's reputation as it relates to Shared Values and Basic AssurancesSM.

Additional Information Gathering (*3½ hours*)

- Visits to other organization sites.
- Meet with identified organization staff.
- Review additional paperwork as needed (possibly including record reviews).
- Human Resources systems that support Shared Values and Basic AssurancesSM.
- Quality planning incorporating Shared Values and Basic AssurancesSM.

FINAL DAY (ON-SITE VISIT)

Wrap-up/Next Steps Meeting (*2½ hours*)

- Review of the information gathered from personal interviews, focus groups and observations which could include examples, recommendations and commendations regarding Shared Values and each of the ten Basic AssurancesSM Factors.
- Presentation of the Organizational Profile (results grid with recommendations and commendations) and an opportunity for organizational participants to ask questions.
- Support for the organization to modify and enhance current systems or brainstorm about new systems through a collaborative identification of priorities and next steps.
- Introduction to Responsive ServicesSM and Community LifeSM.

Content will be based on what happens during the visit and ongoing conversations with the organization to ensure that it meets the needs and expectations of the organization.

RESPONSIVE SERVICESSM AND COMMUNITY LIFESM VALIDATION (ON-SITE VISIT)

Information and Documents to be sent to CQL

Along with your Self-Assessments for Responsive ServicesSM and Community LifeSM, please submit the following information (electronic copies are preferred):

Lists and Other Documents

Mission, Vision and Values Statements

Quality Improvement/Strategic Plan

Basic AssurancesSM Monitoring Plan

List of Community Partnerships/Connections

Staff Development and Training Plan

- Policy/Procedure
- Example

Person-Directed Planning

- Policy/Procedure
- Example

Most Recent Financial Audit

Human Resources Policies and Procedures

Description of the Community LifeSM Data Collection Process

Activities to Prepare

ORGANIZATIONAL PRESENTATION (3 hours)

1. Participants – Include representation of any organizational members you choose (family, staff, people receiving supports, Board members, etc.). You are encouraged to include community representatives.
2. Your presentation answers the question, “How do you demonstrate responsiveness?” and follows the outline below:
 - Person Focus
 - Community Focus
 - Strategic Focus
 - Accountability Focus
3. Allow time following the presentation for a Question and Answer session with an emphasis on information presented in the “Strategic Focus” portion of the presentation.

COMMUNITY ASSESSMENT (2 hours)

1. Participants – Select any number of people to be a part of the assessment including, but not limited to, people supported, families, volunteers, employees from throughout the organization, community members and the Board of Directors.
2. The location of this activity is flexible. You may choose to design it so that the CQL team visits people at various points of interest; or you may choose a central location for people to come together; or some other combination of these options. The CQL team has an opportunity to meet and talk with:
 - a. Organizational members who are connected with the community;
 - b. People who benefit as a result of community connections; and
 - c. Community members or organizations with whom you are involved.
3. There is no “prescription” for how this assessment is put together. You may be as creative as you like in preparing for this activity. For example, you may choose to design a community map using an actual map, a three-dimensional representation of a map or a virtual map; design a treasure or scavenger hunt; designate a community guide; set up a luncheon, etc. The Community Assessment should accomplish the following:
 - Give a picture of current community connections (What does the community map look like now?) such as:
 - Business connections (business accounts, suppliers, etc.)
 - Connections where staff and/or people receiving supports are contributing to the life of their community
 - Social Capital connections (that benefit people receiving supports)
 - Dual purpose Social Capital connections (that benefit people receiving supports and the organization)
 - Give a picture of your vision for community connections in the future (What does the potential community map look like?)
 - Identify data collection needs related to community (What information do you need to plan how to get there?)
 - Current data collected about community and connections
 - Data not collected, but desired, about community and connections
 - Provide information about plans or strategies for connecting the organization and its members to the community (What do you need to do to get there?)
4. See page 46 for some suggested questions for the Community Assessment.

Community Assessment Questions (Choose from the following suggestions or add some of your own):

- Give a brief description of the following issues in your community:
 - Housing
 - Transportation
 - Employment
 - Education
 - Health Care
 - Social Capital
- What would you identify as the top three to five priorities for your community?
- What data do you have, or have access to, that informs you about the issues affecting the general population? People with diverse incomes?
- Does your organization have a role in addressing any of these issues?
- Has your organization formed any coalitions or networks that might have an impact on any of these issues?
- What is the organization's role in the community?
- What community resources currently are linked to the organization?
- How is reciprocity in those linkages manifested?
- How do you learn about the needs and opportunities of and within the community?

ACCOUNTABILITY SYSTEMS MEETING (*1½ hours*)

1. Participants – People involved in monitoring and evaluation of systems at the organization. There should be knowledgeable representation from the following systems:
 - Rights
 - Safety
 - Health
 - Incident Management
 - Quality Management
 - Financial
 - Legal/Risk Management
2. The purpose of the meeting is for CQL team members to learn about the organization's accountability culture and systems. The location of the gathering is chosen by the participants to ensure that they are comfortable and are not distracted by regular job duties.

FOCUS GROUPS (*1½ hours each – may be scheduled simultaneously*)

1. Learning about People – Choose four to eight people involved in person-directed planning who are interested in and willing to meet with one or two CQL team members to discuss the organization's person-directed planning culture and systems. The location of the gathering is chosen by the participants to ensure that they are comfortable.
2. Human Resources Systems – Choose four to eight people involved in recruiting, hiring, training and development, and evaluation at the organization who are interested in and willing to meet with one or two CQL team members to discuss the organization's Human Resources culture and systems. The location of the gathering is chosen by the participants to ensure that they are comfortable and are not distracted by regular job duties.

PERSON-DIRECTED PLANNING OBSERVATION (2 hours – may be scheduled at the same time as Person-Directed Planning Process Follow Along)

1. Participants – A person receiving supports who agrees to have a CQL team member observe a planning meeting and people selected by that person who participate in the planning. It is preferable that this person be someone who has significant support from the organization and others.
2. Location and time – Chosen by the person and should be comfortable, accessible and convenient for all planning team members.
3. Meeting does not have to be an annual meeting and should not be “created” if there are no meetings that might be regularly scheduled during this visit.

Note: This activity should be considered a priority and every effort should be made to schedule this.

PERSON-DIRECTED PLANNING PROCESS FOLLOW ALONG (2 hours – may be scheduled at the same time as the Person-Directed Planning Observation)

1. Participants – A person receiving supports who agrees to have a CQL team member review with him or her the documentation related to planning for his or her supports over the past year. The person selected should be someone who is very involved in directing his or her own planning process.
2. Location and time – Arrange for a private place and time to meet, chosen by the person to ensure that he or she is comfortable.
3. The person’s complete record for the past year is available including planning supports documentation.

OPEN TIME (2 hours)

This time is available for negotiated activities with the organization. Examples of activities that could be scheduled include:

- CQL presentation on Social Capital, Bridging Organizations and/or Community LifeSM data gathering;
- Additional information gathering time for CQL team based on document review, etc.; and/or
- Focused meetings on additional topics to be determined by organization and/or CQL.

WRAP-UP/NEXT STEPS MEETING (2½ hours)

1. Participants – You may invite anyone to this meeting, but particularly those who have been involved in the visit and those people key to the organization’s systems and future direction should be asked to come.
2. Location – Choose a location that is comfortable and accessible for all participants.

GENERAL NOTES FOR THE ORGANIZATION

- Based on the anticipated attendance at Opening and Wrap-up/Next Steps meetings, the location should be large enough to accommodate everyone comfortably.
- Please provide written directions to any locations that are not at the organization.
- For all meetings, please have a flip chart available.

Sample Schedule

This sample schedule gives you a sense of the flow of activities that takes place during the on-site visit. Actual times and sequence of events, meetings and other activities will be determined in consultation with the organization.

The CQL Team Leader will work with the organization to develop a schedule that includes the following components and fits with the organizational culture and people's routines. If possible, no more than two activities should be scheduled at the same time. The length of the Responsive Services™ and Community Life™ visit and the size of the team will be determined by the size of the organization and the inclusion of all these activities in the schedule.

Activities are not listed in any particular order.

FIRST DAY (ON-SITE VISIT)

Organizational Presentation (How do you demonstrate responsiveness?) (3 hours)

- Person Focus
- Community Focus
- Strategic Focus
- Accountability Focus

Question and Answer Session re: Strategic Focus

Community Assessment (What is the community map now? What is the potential community map? What data are you collecting? What data should you collect?) (2 hours)

- Picture of the community
- Data collected or desired about the community
- Desired outcome for community
- Path to desired outcome

Accountability Systems Meeting (1½ hours)

- Review the organization's response to the Shared Values and Basic Assurances™ On-site Visit recommendations
- Organization to present opportunities for innovation with Accountability Systems

DAY TWO (ON-SITE VISIT)

Focus Groups (1½ hours each)

- Learning about People
- Human Resources

Person-Directed Planning (2 hours)

- Observation
- Walk through the process/Follow Along

Open Time (2 hours)

- Content and format to be negotiated by CQL and organization

FINAL DAY (ON-SITE VISIT)

Wrap-up/Next Steps Meeting (2½ hours)

- Review of the information gathered which could include examples, recommendations and commendations
- Presentation of the Organizational Profile (results grid with discussion) and an opportunity for organizational participants to ask questions
- Support for the organization to modify and enhance current systems or brainstorm about new systems through a collaborative identification of priorities and next steps.
- Develop ongoing agreement for CQL Accreditation Partnership.

Content will be based on what happens during the visit and ongoing conversations with the organization to ensure that it meets the needs and expectations of the organization.



In the spring of 2005, The Council on Quality and Leadership (CQL) introduced *Quality Measures 2005SM* – a comprehensive resource on multiple dimensions of quality assessment and enhancement. *Quality Measures 2005SM* builds on the foundations of CQL's past standards and brings these principles forward into today's environment.

Quality Measures 2005SM contains five major sections on:

- 1. Shared Values**
- 2. Basic AssurancesSM**
- 3. Responsive ServicesSM**
- 4. Personal Outcome MeasuresSM**
- 5. Community LifeSM**

Quality Measures 2005SM offers a new definition for providers of supports and services. Organizations are challenged to serve as bridges between individuals and their communities.

Quality Measures 2005SM emphasizes Community LifeSM as the context for quality of life.

The *Quality Measures 2005SM* publication series includes:

- Overview of *Quality Measures 2005SM*
- *Shared Values*
- *Basic AssurancesSM*
- *Responsive ServicesSM*
- *Personal Outcome MeasuresSM 2005 Edition*
- *Planning with Personal Outcome MeasuresSM*
- *Community LifeSM*
- *CQL Accreditation: An Integrated Approach to Quality*
- *Social Capital IndexSM*

Assessment tools are available on CD for *Shared Values*, *Basic AssurancesSM*, *Responsive ServicesSM* and *Community LifeSM*.

The *Quality Measures 2005*SM expands the strategies CQL can offer to our customers. These Seven Quality StrategiesSM are a dialogue opportunity for us to work with organizations of all types – from community-based providers to networks and regional groups to state systems.

Shared Values AlignmentSM – determines whether organizational values are consistent and congruent.

Basic AssurancesSM **Certification** – assesses organizational accountability in the areas of health, safety, human security and legal rights.

Planning with Personal Outcomes – guides organizations in using the *Personal Outcome Measures*SM to develop person-directed plans.

Personal Outcome Measurement – uses valid and reliable measures to assess the effectiveness of the personal planning process, Basic AssurancesSM, and organizational improvement efforts.

Organizational Quality Improvement – uses management strategies and Responsive ServicesSM to improve accountability and effectiveness with personal outcomes as a metric.

CQL Accreditation – incorporates all the *Quality Measures 2005*SM applications in a quality initiative that uses a co-evaluation methodology and stresses ongoing improvement.

Community LifeSM – explores Community LifeSM available to people with disabilities in the areas of health care, employment, education, housing, transportation and social capital.

To order *Quality Measures 2005*SM or for more information on how we can help you develop an integrated quality management system, contact:

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