



HEALTHY FAMILIES AMERICA
State/Multi-Site System
Central Administration Standards

VALID FOR CENTRAL ADMIN SITE VISITS 1-1-18 THROUGH 12-31-21

HFA Central Administration Standards
© Prevent Child Abuse America Updated 6/1/18

Policies	
P-1	P&P to guide site operations and implementation of BPS Standards
P-1.1	Policies manual (policy)
P-1.2	Multi-site system policies (related to site operation) are developed and refined/revise
P-1.3	Communicating P&P changes and updates
P-2	CA has P&P which guide and inform sites on functioning of CA Interactions
P-2.1	Policies related to functional areas and interactions (policy)
P-2.2	Communicating changes and updates
P-2.3	Training responsibilities (policy)
P-2.4	Quality Assurance process (policy)
P-2.5	Technical Assistance process (policy)
P-2.6	Privacy and confidentiality (policy)
P-2.7	Voluntary choice (policy)
P-2.8	Approval/Denial of research proposals (policy)
P-2.9	Background and reference checks (policy)
P-3	Establishing/Revoking affiliation (policy)
P-4	Conflict resolution/appeals process (policy)
P-5	Communicating critical incidents to HFA (policy)
Training	
T-1	Training content is developed based on all the functional areas
T-2	Training capacity to meet HFA required training
T-2.1	Introductory training about the multi-site system
T-2.2	Orientation Training
T-2.3	Stop-Gap Training
T-2.4	Role Specific CORE Training utilizing HFA certified trainers <i>*sentinel standard</i>
T-2.5	Required 3-month Trainings
T-2.6	Required 6-month Trainings
T-2.7	Required 12-month Trainings
T-2.8	Required Ongoing Training
T-2.9	Required data system & evaluation tool training
T-2.10	Required Implementation Training
T-3	Comprehensive analysis of training system
Technical Assistance	
TA-1	TA provided timely based on needs
TA-2	TA provided by qualified staff
TA-3	Comprehensive analysis of TA system
Quality Assurance	
Q-1	CA has a written Quality Assurance Plan
Q-1.1	Quality Assurance Plan, purpose, goals, objectives, policies, functions & linkages
Q-1.2	Quality Assurance Plan (practice)
Q-1.3	Quality Assurance Plan review
Q-2	Data management system
Q-3	Review site-specific policy & procedure manual

Q-4	CA annually visits sites within its system
Q-4.1	Monitor initial engagement services
Q-4.2	Monitor home visiting services
Q-4.3	Monitor cultural analysis and plan
Q-4.4	Monitor staff to supervisor ratios
Q-4.5	Monitor supervision content, frequency, and duration <i>*sentinel standard</i>
Q-4.6	Monitor safety and sentinel standards <i>*sentinel standard</i>
Q-4.7	Review of personnel satisfaction and retention
Q-4.8	Sites receive a site visit at least annually <i>*sentinel standard</i>
Q-5	Verbal and written feedback on annual site visit
Q-6	Quality Assurance provided by qualified staff
Q-7	Analysis of Quality Assurance every two years
Evaluation	
E-1	Multi-site system has a formal written evaluation plan
E-1.1	Evaluation plan includes both process and outcome indicators
E-1.2	Evaluation plan is developed through active Collaboration
E-1.3	Evaluation plan addresses confidentiality assurances
E-1.4	Evaluation Plan Review every other year
E-2	The Evaluation is conducted by qualified staff
E-3	The Evaluation informs decision-making
E-3.1	Evaluation results are shared annually
E-3.2	Results include recommendations
E-4	Evaluation policies followed
E-4.1	Family privacy and voluntary choice ensured <i>*sentinel standard</i>
E-4.2	Research study approval process followed
Administration	
A-1	Strategic Plan and mission statement
A-2	Advisory Group
A-2.1	Advisory Group meets quarterly
A-2.2	Advisory Group composition
A-2.3	CA and Advisory Group collaboration
A-3	Budget
A-4	Annual fiscal, statistical, and service data report
A-5	Non-discriminatory employment
A-6	Personnel recruitment and selection practices
A-6.1	Personnel recruitment, posting of open positions
A-6.2	Personnel background check <i>*safety standard</i>
A-7	Central Admin staff receive accountability and professional support
A-8	Communication with HFA about affiliation and disaffiliation
A-9	Grievances are addressed
A-10	Communication with HFA about critical incidents
A-11	Central Admin completes its own Cultural Analysis and Plan

**safety standard; *sentinel standard*

What is a State/Multi-Site System

An affiliated HFA State/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 policy, training, quality assurance (via a standardized annual site visit 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 guidance to the system. A primary advantage for multi-site systems is an “economy of the whole” to assist sites in meeting the best practice standards. The HFA Central Administration Standards provide the details regarding expectations pertaining to central administrative functioning. In affiliated State/Multi Site Systems, the Central Administration becomes 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 State/Multi-Site System accreditation. In addition to the central administration adhering to the State/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 5) HFA State/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 development approach to achieve its mission of preventing child abuse and neglect and other adverse childhood outcomes.

HFA strategies are relationship-based, culturally sensitive, 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 that families served by HFA have often experienced many challenges and stresses throughout their lives, including the experience of early childhood trauma. Trauma-informed practice involves understanding: 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 State/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. State/Multi-Site Systems should encourage the sites within the system to have safety policies established and carried out, self-care processes in place, access to consultants who can assist in the development of effective interventions, 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 State/Multi-Site System, rather than around the HFA Critical Elements. State/Multi-Site System 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 functional area referenced by the policy. For example, policy standard P-2.8 regarding procedures for 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 unsupported/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. Standard **A-7.2** is identified as a safety standard. Standard **A-7.2** is related to personnel criminal background checks.

Sentinel Standards:

Sentinel Standards are standards determined to be especially significant in the review of HFA quality. These standards include: **T-2.4** the provision of HFA core training utilizing HFA certified trainers **Q-4.5** the review of supervision content, frequency, and duration, **Q-4.6** monitoring all safety and sentinel standards in the Best Practice Standards for sites within the multi-site system, **Q-4.8** ensuring all sites receive a site visit at least annually and **E-4.1** providing assurances of family privacy and confidentiality. While a rating of adherence to each of these standards is not required in order to receive HFA accreditation, the central administration will be required to prepare and submit an improvement plan clearly indicating the efforts being made to bring the standard into compliance (if rated as 1 at the time of the site visit), coupled with any documentation of implementation, before accreditation can be finalized.

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 if there is a requirement for policy linked to the standard, along with any additional information and on-site activities related to particular standards. The central administration will compile the indicated pre-site documentation into its self-study. Similar to the HFA Best Practice Standards, the State/Multi-Site System standards have both pre-site and on-site documentation requirements. 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 or phases. Each of these steps allows the central administration to modify or tailor its current policies, procedures, 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 site level. Pre-site materials may be submitted electronically. In general, the timeframe for gathering documentation for the State/Multi-Site System 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 State/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 peer review site visit. For State/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 of the central administration), which will take place in the months following the central administration’s site visit. The central administration self-study is used in conjunction with the site visit to determine a rating for each State/Multi-Site System 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. On-site, 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 non-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 or site staff and contractors may be conducted face-to-face or via the telephone when there are vast distances, travel costs would be exorbitant, or there is inclement weather.
- Interviews will be conducted with a sample of program managers/supervisors selected by the peer review team (site size and location will be considered in order to ensure a cross-section of sites represented).
- When the central administration has set a policy higher (with more rigorous expectation) than the standards, the central administration and the sites will be held to the 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 68) 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% (130 of 153) 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 any standards of non-adherence into adherence. For sites meeting the accreditation threshold, the central administration will continue to work with the sites on any areas of non-adherence.

Multi-Site Systems and required HFA Implementation Training

All Central Administration TA and QA staff hired January 1, 2018 or later, and site level program managers hired January 1, 2018 or later are required to complete HFA Implementation training within eighteen months of hire. This three day in-person training covers all requirements of the HFA model and how to implement the Best Practice Standards to fidelity.

In Multi-Site Systems where the Central Administration has previously provided a training for program managers to accomplish the goal (as described above) of Implementation training, the HFA National Office has a process whereby the Central Administration can request and get approval to use the Multi-Site system training in place of the HFA Implementation training for individuals within their system, and

remain in compliance with standard 10-5 in the BPS, and TA-2 and QA-6 in the Central Administration standards. If a Multi-Site System wishes to request this approval, please do the following:

- 1) Email your HFA Implementation Specialist to let us know you would like to initiate the approval process. Include in your message:
 - a) All dates in the next 12 months when your system's "implementation" training is scheduled to be held
 - b) Location of the trainings
 - c) A complete copy of your system's current trainer outlines, materials and slides being used
 - d) Name(s) of trainer(s) within the system who conduct the training and their certificate(s) of attendance at HFA Implementation training (if attended previously)
- 2) If Multi-Site System trainer has not yet received HFA Implementation training, schedule system trainer(s) to attend the next available HFA Implementation training. Registration fees and travel costs will be paid for by the Multi-Site System.
- 3) HFA National Implementation trainer(s) will review the system's training materials.
 - a) If it is determined the content bears close resemblance to HFA Implementation training:
 - i) HFA National Implementation trainer will observe the Multi-Site System training being conducted at the earliest date the HFA Implementation trainer is available. Travel costs and related fees for the HFA trainer to attend will be paid by the Multi-Site System.
 - ii) Mentoring (conducted virtually) will occur in the weeks following to ensure all required material not previously included or not previously consistent with HFA requirements is modified. Hourly mentoring fees will be paid by the Multi-Site System.
 - iii) Depending on the extent of modifications required, HFA National Implementation trainers may need to observe a second training conducted by the trainer in the system.
 - iv) Once approved, should the trainer leave the System and a new trainer hired, attendance at HFA Implementation training by the new trainer and observation of the new trainer by HFA will be required, with all costs assumed by the Multi-Site System.
 - b) If the Multi-Site system training content does not closely parallel HFA Implementation training, the HFA National Implementation trainer will discuss with the system trainer(s) and the Central Administration next steps to determine appropriateness of continuing with the request.
- 4) All decisions regarding approval or disapproval of the System's alternate training are at the sole discretion of the National Office.
- 5) Training approved by the National Office will be confirmed with a letter of approval to be maintained by the Multi-Site System for inclusion in self-study materials at the time of accreditation.

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: The overall intent of the standards in this section is 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). And additional policies, often in a separate policy manual, focus on site-specific policy as related to the HFA Best Practice Standards (P-1). Policy and procedures required throughout the Multi-Site Standards are referenced back to this section.

P-1 The central administration has policies and procedures 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 Best Practice Standards, though not necessarily every policy standard, to the extent local discretion around some polices 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 exactly 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 procedures (1-2.A) may vary from community to community, and therefore require local customization. In these situations, the Central Admin 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/revised, 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, in order 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 and procedures 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 Multi-Site system central administration develops policies and operational procedures so all entities which are part of the 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, assessment workers and home visitors) 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 goals, objectives, policies and procedures, and functions of the multi-site system.

Intent: The multi-site system goals, objectives, 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 in order 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 methods of communicating change.

P-2.2	RATING INDICATORS
3	- The central administration ensures changes and updates to the goals, objectives, 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 goals, objectives, 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 goals, objectives, 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 admin 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 Family Resource Specialists, Family Support Specialists, 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 provided by the central administration, including the frequency of site visits.

P-2.4		RATING INDICATORS
3	-	No “3” rating for P-2.4.
2	-	The policy describing the process by which quality assurance is provided is clearly defined and communicated to the sites initially and then as needed.
1	-	There is no policy describing the process by which quality assurance is provided, 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 Best Practice Standards. Given limited Central Admin 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 defining 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 and procedures 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 and procedures describing voluntary choice for families in regards to 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 in regards to 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 in regards to evaluation and/or research, or the process is not yet communicated to sites.

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

- a description of the group or body of people who would conduct this review,
- protocols (or steps) for the review,
- the projected timeline for completion of the process, also taking into consideration any additional layers of approval required from the central admin's oversight agency, and if approved/accepted,
- steps to ensure participant privacy and voluntary choice
- communication with the National Office (via Implementation Specialist) regarding summary of research design and contact information for principal investigator.

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 and procedures 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 and procedures 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 and procedures 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-9 (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 standard to practice standard A-9 in regard to 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, it is the responsibility of the central admin to notify the HFA National Office in a timely manner (within three months).

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) and communicated to the sites initially and as needed; and includes notification to the HFA National Office within three months when affiliations or disaffiliations occur.
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 are not yet communicated to the HFA National Office within three months 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-9 for implementation of P-4 policy.

Intent: Because of frequent interactions between the central admin and its sites, a formal grievance policy and procedures 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 policies and procedures regarding grievance resolution between the central admin and its sites include: <ul style="list-style-type: none">- 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 are no policies and procedures regarding how grievances are resolved within the multi-site system, the policies and procedures do not include all the items listed in the 2-rating.

P-5 (NEW) The central administration has policy requiring sites to communicate critical incidents within twenty-four hours 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,
- Central administrations which fund local HFA sites also require the site report any gross misuse of funds
- The Central Administration notifies the 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 twenty-four hours, 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 Admin 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 twenty-four hours of the site becoming aware of any of these situations, and the Central Administration communicating with the 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 twenty-four hours and to the National Office immediately when the situation requires it.

HFA Central Administration Standards

© Prevent Child Abuse America Updated 6/1/18

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	Required Policy and Procedures	Additional Pre-Site Evidence in Self Study	Site Visit Activities
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	Policy manual or template the Central Administration makes available to sites regarding contractual requirements (if applicable) and site level operations is consistent with the Best Practice Standards.	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.	Interview: * Central Admin. Manager/Coordinator * Site Program Managers * Policy making body Review: * Program Manager Survey
P-1.2 Policy revisions include input from the Central Admin's six functional areas as well as input from sites	Policy not required	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, and provide documentation to demonstrate this occurred when policies were most recently updated.	
P-1.3 Central Admin. communicates changes in a timely way	Policy not required	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	Polices related to all functional areas including training, technical assistance, quality assurance, evaluation and administration as well as interactions between Central Admin. and the sites.	Submit multi-site Central Administration policies, or if included as part of site polices indicate page number the Central Admin. policies begin.	Interview: * Central Admin. Manager/Coordinator * Site Program Managers * Central Admin. staff/contractors involved in site policy review Review: * Documentation of Policy review and feedback provided * Program Manager Survey

HFA Central Administration Standards

© Prevent Child Abuse America Updated 6/1/18

Standard	Required Policy and Procedures	Additional Pre-Site Evidence in Self Study	Site Visit Activities
P-2.2 Central Admin. communicates changes in a timely way	Policy not required	Submit a narrative describing the most recent changes made to goals, objectives, policies and/or functions of the Central Admin. and documentation demonstrating how and when these were communicated to sites.	<p>Interview:</p> <ul style="list-style-type: none"> * Central Admin. Manager/Coordinator * Site Program Managers * Central Admin. staff/contractors involved in site policy review <p>Review:</p> <ul style="list-style-type: none"> * Documentation of Policy review and feedback provided * Program Manager Survey
P-2.3 Training responsibilities	Describing how trainings are delivered and which trainings are the responsibility of the Central Admin. and which are the responsibility of the sites	Submit policy, or indicate policy/page number in the manual.	
P-2.4 Quality Assurance Process	Describing quality assurance process provided by Central Admin.	Submit policy, or indicate policy/page number in the manual.	
P-2.5 Technical Assistance Process	Describing how technical assistance (TA) is provided to the sites (e.g. how technical assistance is prioritized, the timeframe and mechanisms for delivery of TA, types of documentation monitored, shadowing, etc.)	Submit policy, or indicate policy/page number in the manual.	
P-2.6 Protection of participant privacy and confidentiality	Policy describing protection of participant privacy and confidentiality assurances for sharing data within and outside the system	Submit policy, or indicate policy/page number in the manual.	
P-2.7 Voluntary choice	Policy describing voluntary choice in regards to evaluation and/or research is clearly defined and communicated to the sites initially and then as needed.	Submit policy, or indicate policy/page number in the manual.	
P-2.8 Approval/denial of research proposals	Policy and procedures for review and action on any evaluation and/or research proposal involving past and present families or family information	Submit procedure or policy, or indicate policy/page number in the manual.	
P-2.9 Background and reference checks	Policy regarding background and reference checks on Central Administration staff and contractors	Submit policy, or indicate policy/page number in the manual.	

HFA Central Administration Standards

© Prevent Child Abuse America Updated 6/1/18

Standard	Required Policy and Procedures	Additional Pre-Site Evidence in Self Study	Site Visit Activities
<p>P-3 Establishing/revoking affiliation</p>	<p>Policy regarding criteria and process for establishing and revoking affiliation of sites within the multi-site system, including notification to the HFA National Office</p>	<p>Submit policy, or indicate policy/page number in the manual.</p> <p>For new multi-site systems, also submit list of all affiliated sites and any disaffiliations since system was established.</p> <p>For systems reaccrediting, submit list of sites affiliated or disaffiliated since last Accreditation site visit.</p>	<p>Interview:</p> <ul style="list-style-type: none"> * Central Admin. Manager/Coordinator * Site Program Managers * Newly affiliated sites, as appropriate <p>Review:</p> <ul style="list-style-type: none"> * Documentation related to disaffiliated sites for adherence to the affiliation policy, as appropriate * Program Manager Survey
<p>P-4 Grievance and appeals process</p>	<p>Policy regarding grievance and appeals process within the multi-site system including criteria within the standard</p>	<p>Submit policy, or indicate policy/page number in the manual.</p>	<p>Review:</p> <ul style="list-style-type: none"> * Program Manager Survey
<p>P-5 Critical Incident Reporting</p>	<p>Policy regarding communications procedures for sites to report critical incidents to the Central Admin. in a timely way, and for the Central Admin. to communicate with the HFA National Office when necessary</p>	<p>Submit policy, or indicate policy/page number in the manual.</p>	<p>Review:</p> <ul style="list-style-type: none"> * Program Manager Survey

TRAINING: The central administration has a process in place to ensure sites have a system to meet identified needs for training to assist sites in implementing and maintaining practice 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 by the central admin is based on the needs identified through the six functional areas of the multi-site system (policy, training, quality assurance, technical assistance, evaluation, and administration) and includes input from sites.

Intent: The training content should integrate all the functional areas of the multi-site system. 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 results 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	- The needs of the multi-site system, which includes input from the sites, and incorporates all of the components of the multi-site system (policy, training, quality assurance, technical assistance, evaluation, and administration), are used as the basis for developing training content. Training needs are reviewed at least once per year.
2	- The needs of the multi-site system, which includes input from the sites, and incorporates a majority of the components of the multi-site system (policy, training, quality assurance, technical assistance, evaluation, and administration), are used as the basis for developing training content. Training needs are reviewed at least once per year.
1	- Any one of the following: The needs of the multi-site system have not yet been reviewed to determine training content; input from the sites is not yet included; the review of the training does not yet include the majority of components of the multi-site system; or the review of needs does not yet occur at least once per year.

T-2 The central administration has training capacity to ensure HFA required training is available for sites within its system. Refer to policy standard P-2.3 for procedures outlining training responsibilities.

Intent: *The central administration ensures staff at sites are provided training in orientation, stop-gap, Core, 3, 6, and 12-month wrap-around, and ongoing trainings based upon the requirements of the HFA Best Practice Standards (standards 10-2, 10-3, 10-4, 11-1, 11-2, 11-3 and 11-4 respectively). 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 the HFA Learning Center for wrap-around training. It is expected the central administration will possess capacity to implement HFA Core training utilizing trainers from within its system, relying on the HFA National Office for Train the Trainer (T3) only, vs using National Office trainers to conduct the Core training. The central administration is responsible for reviewing the training system at the site level and supporting each site's ability to track 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 state system, 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 11-3.F).

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 6 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. This training occurs within the 12 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 12 months of hire.

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

T-2.2: Training is provided for all new site staff related to the orientation 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 ASQ-3 and ASQ:SE-2 tools (BPS 6-5.D&E) and depression screening tool (BPS 7-4.F). 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

- 3 - No "3" rating for T-2.2.
- 2 - The central administration ensures sites have a mechanism (either directly, through a subcontractor, or at the site level) for training all new 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, 6-5.D & G, and 7-4.F in the HFA Best Practice Standards.
- 1 - The central administration does not yet ensure sites have a mechanism for training all new site staff as indicated in the 2 rating.

T-2.3 Stop-gap training is available for all new assessment, home visiting, and supervision staff 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 assessment, home visiting, and supervision staff 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 assessment, home visiting, and supervision staff who begin their work prior to the receipt of HFA Core Training in accordance with standard 10-3 of the HFA Best Practice Standards.
- NA - 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 the central administration utilizing its own HFA certified trainers for all new site staff related to their specific role (assessment, home visiting, and supervision) within six months of hire. This is the training identified in standard 10-4 of the HFA Best Practice Standards.

Intent: State/Multi-Site Systems must develop capacity within its system to provide HFA Core training to local site staff. Reliance on the HFA National Office to conduct Core training is indicative of a system not yet fully developed. 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.

T-2.4	RATING INDICATORS
3	- The central administration provides sites a mechanism for training all new site staff related to their specific role (assessment, home visiting, and supervision) within six months of hire. 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 training all new site staff related to their specific role (assessment, home visiting, and supervision) within six months of hire.
1	- The central administration does not yet provide sites a mechanism for training all new site staff related to their specific role (assessment, home visiting, and supervision) within six months of hire.

Note: This is a Sentinel Standard.

T-2.5 Training is provided for all new site staff within the system related to topics identified in standard 11-1 of the HFA Best Practice Standards within three months of hire. These include all subtopics related to Infant Care, Child Health and Safety, and Maternal and Family Health.

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.

☺Tip: HFA TLC (The Learning Center) is available to all affiliates and can support sites in meeting the 11-1, 11-2 and 11-3 wrap around training standards.

T-2.6 Training is provided for all new site staff within the system related to topics identified in standard 11-2 of the HFA Best Practice Standards within six months of hire. These include all subtopics related to Infant and Child Development,

Supporting the Parent-Child Relationship, Staff Related Issues and Mental Health.

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.

©Tip: HFA TLC (The Learning Center) is available to all affiliates and can support sites in meeting the 11-1, 11-2 and 11-3 wrap around training standards.

T-2.7 Training is provided for all new staff within the system related to topics identified in standard 11-3 of the HFA Best Practice Standards within twelve months of hire. These include all subtopics related to Child Abuse and Neglect, Family Violence, Substance Abuse, Family Issues and the Role of Culture in Parenting.

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 TLC (The Learning Center) 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 of the HFA Best Practice Standards. Training is provided on annual Child Abuse and Neglect updates (11-4.B) and other ongoing training topics (11-4.A) received after twelve months of hire. This also includes annual Cultural Sensitivity training (5-3).

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 and all required evaluation tools is available for all new assessment, home visiting, supervision, and program management staff.

T-2.9	RATING INDICATORS
3	- The central administration provides sites with a mechanism for obtaining data system and evaluation tool training for all new assessment, home visiting, supervision, and program management staff. This training occurs prior to staff providing direct services.
2	- The central administration provides sites have a mechanism for obtaining data system and evaluation tool training for all new assessment, home visiting, supervision, and program management staff. This training occurs within the first six months of hire.
1	- The central administration does not yet have a mechanism to ensure all new assessment, home visiting, supervision, and program management staff obtain data system and evaluation training.

T-2.10 HFA Implementation Training (or HFA approved multi-site system alternate training) is provided for all program managers (hired 1/1/18 or later) within eighteen months of hire.

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 (or approved alternate 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 (or approved alternate 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 (or approved alternate 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
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 supervisory/program manager input. An analysis of the training system includes: <ul style="list-style-type: none">- Review of compliance to the central administration's policy regarding the provision of training- Feedback from the sites regarding effectiveness of training provided- Feedback from sites regarding needs for additional training- Plans 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 supervisory/program manager input. An analysis of the training system includes: <ul style="list-style-type: none">- Review of compliance to the central administration's policy regarding the provision of training- Feedback from the sites regarding effectiveness of training provided- Feedback from sites regarding needs for additional training- Plans 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.

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	Required Policy and Procedures	Additional Pre-Site Evidence in Self Study	Site Visit Activities
T-1 Development of training based upon the needs identified through the six functional areas and input from sites	Policy not required	If this is not included in policy submitted for P-2.3, submit a narrative describing how training needs are identified and reviewed at least annually.	Interview: * Central Admin. Manager/Coordinator * Training Staff/Contractors * Site Program Managers Review: * Program Manager Survey
T-2.1 Introductory training to multi-site system (BPS 11-3.F)	See policy P-2.3	If this is not included in policy submitted for P-2.3, submit a narrative describing how introductory training regarding the multi-site system is delivered.	Interview: * Central Admin. Manager/Coordinator * Training Staff/Contractors * Site Program Managers Review: * Site visit reports * Mechanism sites use to track training * Program Manager Survey
T-2.2 Orientation training (BPS 10-2.A-G, 6-5.D&G, and 7-4.F)		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 as related to the 10-2.A-G, 6-5.D&E and 7-4.F standards of the HFA Best Practice Standards.	
T-2.3 Stop-Gap training (BPS 10-3)		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 as related to the 10-3 standards of the HFA Best Practice Standards.	
T-2.4 Role specific CORE training (10-4 standards)		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 as related to the 10-4 standards of the HFA Best Practice Standards.	
T-2.5 Required 3-month training (11-1 standards)		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.	

HFA Central Administration Standards
© Prevent Child Abuse America Updated 6/1/18

Standard	Required Policy and Procedures	Additional Pre-Site Evidence in Self Study	Site Visit Activities
T-2.6 Required 6-month training (11-2 standards)	See policy P-2.3	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.	Interview: * Central Admin. Manager/Coordinator * Training Staff/Contractors * Site Program Managers Review: * Site visit reports * Mechanism sites use to track training * Program Manager Survey
T-2.7 Required 12-month training (11-3 standards)		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 (11-4 standards)		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 and 5-3 standards of the HFA Best Practice Standards.	
T-2.9 Data system and evaluation tool training	Policy not required	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 and required evaluation tools.	
T-2.10 Implementation Training	Policy not required	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 obtain HFA Implementation training as related to the 10-5 standard of the HFA Best Practice Standards.	
T-3 Comprehensive analysis of training system	Policy not required	Submit the most recent training analysis and plan including all components listed in the standard.	

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 assessing and improving service quality and offers this ongoing guidance by well-trained staff within the multi-site system.

TA-1 (OLD Q-6) The central administration has a system to provide technical assistance (either directly or through a subcontractor) to all sites in a timely manner. Allocation of technical assistance is based upon the site-identified needs, information gathered about the site through the quality assurance system, training, and 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, telephone calls, and emails.

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. This type of technical assistance can be provided via training or on-site observations.

Refer to policy standard P-2.5 which outlines central admin procedures for technical assistance.

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 (SPLIT Q-7) The central administration ensures technical assistance is provided to sites by qualified individuals.

Intent: *The central administration staff/contractors providing technical assistance 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, 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 staff will complete all of the training requirements required of staff in critical elements 10 and 11 from the Best Practice Standards within 12 months of hire. Additionally, all TA staff complete HFA Implementation training ([or Multi-Site System alternate training if HFA approved](#)) and HFA peer reviewer training within 18 months of hire as a TA provider with the multi-site system. Subsequent to training, TA providers with the multi-site system may choose to serve as a national peer reviewer, but are not required to do so.*

TA-2	RATING INDICATORS
3	- Technical assistance is provided by individuals with appropriate content expertise (i.e. degree, certification, and/or background). All individuals providing technical assistance have completed: 1) all HFA training required in Best Practice Standards 10 and 11 within 12 months of hire, and 2) HFA Implementation training within 18 months of hire for those hired January 1, 2018 or later, and 3) HFA Peer Reviewer training within 18 months of hire.
2	- Technical assistance is provided by individuals with appropriate content expertise (i.e. degree, certification, and/or background). Past instances may have occurred when individuals providing technical assistance 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 staff have received the trainings regardless of timeframe.
1	- Any one of the following: technical assistance is provided by individuals without appropriate content expertise (i.e. degree, certification, and/or background); or technical assistance staff have not completed all required training indicated in the 2 and 3 rating indicators above.

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

☺Tip: Whenever possible TA staff are encouraged to complete core and wrap-around training requirements sooner than 12 months of hire, and Implementation and Peer training sooner than 18 months.

TA-3 (SPLIT Q-8) 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-3	RATING INDICATORS
3	<p>- 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:</p> <ul style="list-style-type: none">- Review of compliance to the central administration's policy regarding the provision of technical assistance,- Feedback from the sites regarding effectiveness of the technical assistance- Plans for strengthening technical assistance have been developed and implemented
2	<p>- 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:</p> <ul style="list-style-type: none">- Review of compliance to the central administration's policy regarding the provision of technical assistance- Feedback from the sites regarding effectiveness of the technical assistance- Plans for strengthening technical assistance have been developed
1	<p>- 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 policy and/or feedback from sites; or there is not yet a plan based on the analysis to strengthen technical assistance.</p>

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	Required Policy and Procedures	Additional Pre-Site Evidence in Self Study	Site Visit Activities
TA-1 Technical assistance to all sites in a timely manner	See policy P-2.5	Submit policy, or indicate policy/page number in the manual. If this is not included in policy, submit a narrative describing how technical assistance is provided in a timely manner. If Central Admin. has a separate technical assistance plan, please submit.	<p>Interview:</p> <ul style="list-style-type: none"> * Central Admin. Manager/Coordinator * TA Staff/Contractors * Site Program Managers <p>Review:</p> <ul style="list-style-type: none"> * Site visit reports and/or the mechanism of tracking technical assistance to all sites * Tools used to deliver technical assistance * Program Manager Survey
TA-2 Technical assistance is provided by qualified individuals	Policy not required	Submit resumes, curricula vitae of technical assistance staff/contractors indicating experience in family support programs. Include certification reflecting all technical assistance staff received HFA required trainings (BPS 10-2 through 10-5 and 11-1 through 11-3), Implementation Training and HFA peer reviewer training.	<p>Interview:</p> <ul style="list-style-type: none"> * TA Staff/Contractors
TA-3 Comprehensive analysis of technical assistance provided by the Central Admin.	Policy not required	Submit the most recent technical assistance analysis and plan including all components listed in the standard.	<p>Interview:</p> <ul style="list-style-type: none"> * Central Admin. Manager/Coordinator * TA Staff/Contractors * Site Program Managers <p>Review:</p> <ul style="list-style-type: none"> * Program Manager Survey

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 annual quality assurance review to each site. The central administration supports each site in assessing model fidelity and improving service quality and offers an objective review by well-trained staff.

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 most (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 most functional areas. |

Q-1.2 The Quality Assurance Plan serves as a blueprint for operation of the quality assurance system for the central administration. during site visits, meetings, written communications, and through other methodology

Intent: Mechanisms for quality assurance activities must include site visits, review of data, feedback from training, policy manuals, cultural analyses and 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	- All strategies and activities described in the quality assurance plan are implemented, which includes linkages to all functional areas (policy, training, technical assistance, quality assurance, evaluation and administration).
2	- Strategies and activities described in the quality assurance plan are implemented, which includes linkages to most but not all functional areas .
1	- The strategies and activities described in the quality assurance plan are not yet being implemented; 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.
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 At a minimum, the central administration annually monitors sites within its system for ongoing adherence to the standards identified in the HFA Best Practice Standards.

Intent: Through the use of 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 annual QA data checks and site visits.

Q-4.1 The central administration annually monitors initial engagement services (screening and assessment) for ongoing adherence to the standards identified in the HFA Best Practice Standards.

Q-4.1	RATING INDICATORS
3	- Engagement services (screening and assessment) are monitored annually for ongoing adherence to the standards in the HFA Best Practice Standards. Monitoring includes all of the following : <ul style="list-style-type: none">- Reaching the target population (1-1.A, B and C)- Timing of screening and assessment (1-2.C and 2-2.B)- Timing of first home visit (1-3.C)- Verbal acceptance (1-2.E) and behavioral acceptance rates and analysis (1-4.A, B)- Uniform determination of eligibility (2-1.B)- Uniform documentation of the Parent Survey (2-2.C)- Review of voluntary enrollment in services (3-1.B)- Review of pre-engagement outreach activities (3-2.B)
2	- Engagement services (screening and assessment) are monitored annually. Monitoring includes a majority (5) of the items listed in the 3 rating.
1	- Any of the following; Engagement services (screening and assessment) are not yet monitored annually 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 annually monitors home visiting services for ongoing adherence to the standards identified in the HFA Best Practice Standards.

Q-4.2	RATING INDICATORS
3	- Home visiting services are monitored for ongoing adherence to the standards identified in the HFA Best Practice Standards annually. Monitoring includes review of all of the following : <ul style="list-style-type: none">- Appropriate use of Creative Outreach (3-3.B)- Family retention rates and analysis (3-4.A and B)- Home visit intensity rates while on Level 1 (4-1.B)- Appropriate use of level change process and forms (4-2.E, 4-2.F)- Use of transition planning (4-4.B)- Use of the HFA Service Plan to address initial assessment and other challenging issues (6-1.C)- Family Goal process quality and use (6-2.B, 6-2.C)- Use of validated PCI tool (6-3.D)- Use of evidence-informed curricula (6-4.B)- Monitoring linkage of target 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 annually. 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 annually and/or monitoring does not yet include at least a majority (7) 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 monitors the Cultural Analysis and Plan completed by each site within its system at least every other year to identify and address any changes needed to ensure ongoing adherence to the standards identified in the HFA Best Practice Standards.

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

Q-4.3	RATING INDICATORS
3	- No 3 rating.
2	- The central administration reviews and provides feedback on the Cultural Analysis and Plan (5-4.B) completed by each site at the frequency the central administration requires and at least once every other year.
1	- The central administration does not yet review the Cultural Analysis and Plan completed by each site within the system; or the central administration does not yet provide feedback or monitoring does not yet occur at least every other year.

☺Tip: The central administration is encouraged to develop criteria for this review.

Q-4.4 The central administration annually monitors staff to supervisor ratios for sites within its system to ensure 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 of 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-4.4	RATING INDICATORS
3	- The central administration sets the supervisor ratio for sites within its system at 1:5 and monitors this annually to ensure ongoing adherence to the 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 annually to ensure ongoing adherence to the HFA Best Practice Standards.
1	- The central administration does not monitor staff to supervisor ratio.

☺Tip: The central administration is encouraged to recommend for sites whose staff have caseloads largely comprised of families scoring 40 or above on the Parent Survey maintain a 1:5 supervisor to direct service staff ratio.

Q-4.5 The central administration annually monitors the content of supervision and the professional support and skill development provided to direct service staff, as well as to program managers and supervisors to support adherence to the standards identified in the HFA Best Practice Standards.

Intent: The intent of this standard is to ensure all staff (program managers, supervisors, home visitors, and assessment staff) receive support, professional development opportunities, skill development and are held accountable for their work. The central administration staff is encouraged to support program managers and supervisors in building their own skill levels in the three types of required supervision - administrative, clinical and reflective. NOTE: Quality assurance staff should review the content of the supervision standards as identified in the HFA Best Practice Standards (12-2, 12-3, and 12-4 standards), as well as the frequency and duration to ensure adherence to the Best Practice Standards (12-1).

Q-4.5 RATING INDICATORS

- 3 - The central administration monitors annually the quality of supervision provided to direct service staff, program managers and supervisors. Monitoring mechanisms include review of **all of the following**:
- Caseload management (8-1.C)
 - Family Assignment (8-2.B)
 - Observation of direct service staff supervision
 - Staff surveys or interviews with staff
 - Supervision support to the Parent Survey process (2-2.D)
 - Supervisor involvement in the level change process (4-2.E)
 - Supervisor involvement with development and ongoing review of HFA Service Plan (6-1.B)
 - Supervisor support to the CHEERS process (6-3.E)
 - Professional and skill development provided to direct service staff (12-2.C)
 - Professional and skill development provided to supervisors and program managers (12-3.B & 12-4.B)
- 2 - The central administration monitors the frequency, duration and quality of supervision provided to direct service staff, program managers and supervisors annually. Mechanisms include the **majority (6)** of those listed in the 3 rating indicator.
- 1 - The central administration does not yet monitor the frequency, duration and quality of supervision provided to direct service staff annually; or the central administration does not yet monitor supervision content, including the majority (6) of the mechanisms listed in the 3 rating indicator for program managers and supervisors.

Note: This is a Sentinel Standard

©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-4.6 The central administration annually monitors all Safety and Sentinel Standards to support adherence to the HFA Best Practice Standards.

Q-4.6 RATING INDICATORS	
3	- No "3" rating for Q-4.6.
2	- The central administration reviews all Safety and Sentinel Standards for all sites at least annually. <ul style="list-style-type: none"> - 9-3.B Personnel Background Checks - 10-2.D Orienting staff on child abuse and neglect indicators and reporting requirements - 12-1.B Frequency and duration of supervision - GA-6.A & B Child abuse and neglect policy including criteria, definitions and practice - 4-2.B & 4-3.B Home visit completion and length of service - 6-3.B, C & E Parent-child interaction - 6-5.B, 6-6.B Developmental screening - 7-4.B & C Depression screening - 10-4.A-C Core Training - 12-2.B Reflective, Clinical and Administrative supervision - GA-5.B & C Rights, confidentiality and informed consent
1	- The central administration does not yet review of all Safety and Sentinel Standards for all sites at least annually.

Note: This is a Sentinel Standard

Q-4.7 The central administration 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-4.7 RATING INDICATORS	
3	No "3" rating for Q-4.7.
2	The central administration reviews each sites monitoring of personnel satisfaction and retention to support adherence to the standards at a minimum of at least once every two years (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 two years.

Q-4.8 Sites within the multi-site system receive at least one on-site quality assurance visit annually 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 quality assurance site visit annually for monitoring purposes.
1	- The central administration does not yet provide annual quality assurance site visits to sites within the multi-site system.

Note: This is a Sentinel Standard

Q-5. The central administration provides verbal and comprehensive written feedback to sites regarding adherence to HFA Best Practice Standards based on its annual quality assurance site visit.

Intent: Feedback to the sites needs to be provided within a timeframe so feedback is still meaningful to the site and so sites can take corrective action to address areas needing improvement.

Q-5	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 all the HFA standards on an annual basis. This feedback is delivered in a timely manner (verbal occurs onsite and written 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, or verbal and written feedback is not yet delivered in a timely manner (no verbal feedback on site or longer than 6 weeks from date of the site visit 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 ensures quality assurance is provided to sites by qualified individuals.

Intent: The central administration staff/contractors providing technical 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, 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. Quality assurance staff will complete all of the training requirements required of staff in critical elements 10 and 11 from the Best Practice Standards within 12 months of hire. Additionally, all QA staff complete HFA

Implementation training (or Multi-Site System alternate training if HFA approved) and HFA peer reviewer training within 18 months of hire as a TA provider with the multi-site system. Subsequent to training, QA providers with the multi-site system may choose to serve as a national peer reviewer, but are not required to do so.

Q-6	RATING INDICATORS
3	- Quality Assurance reviews are provided by individuals with appropriate content expertise (i.e. degree, certification, and/or background). All individuals providing technical assistance have completed <ol style="list-style-type: none">1) all HFA training required in Best Practice Standards 10 and 11 within 12 months of hire, and2) HFA Implementation training within 18 months of hire for those hired January 1, 2018 or later, and3) HFA Peer Reviewer training within 18 months of hire.
2	- Quality Assurance reviews are provided by individuals with appropriate content expertise (i.e. degree, certification, and/or background). Past instances may have occurred when individuals providing quality assurance reviews did not complete all required trainings within the appropriate timeframes (see items 1, 2 and 3 above in the 3 rating), however recent practice indicates this is now occurring and all QA staff have received the trainings regardless of timeframe.
1	- Any one of the following: quality assurance reviews are provided by individuals without appropriate content expertise (i.e. degree, certification, and/or background); or quality assurance staff have not yet completed all training indicated in the 2 and 3 rating indicators.

☺Tip: Sites have found hiring quality assurance staff with prior HFA experience and training may increase overall effectiveness.

☺Tip: Whenever possible TA staff are encouraged to complete core and wrap-around training requirements sooner than 12 months of hire, and Implementation and Peer training sooner than 18 months.

Q-7 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-7	RATING INDICATORS
3	<p>- 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:</p> <ul style="list-style-type: none">- Review of compliance to the central administration's policy regarding the provision of quality assurance- Feedback from the sites regarding effectiveness of the quality assurance- Plans for strengthening quality assurance have been developed and implemented.
2	<p>- 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:</p> <ul style="list-style-type: none">- Review of compliance to the central administration's policy regarding the provision of quality assurance- Feedback from the sites regarding effectiveness of the quality assurance- Plans for strengthening quality assurance have been developed.
1	<p>- 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 policy and/or feedback from sites; or a plan to strengthen quality assurance based on the analysis has not yet been developed.</p>

HFA Central Administration Standards
© Prevent Child Abuse America Updated 6/1/18

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	Required Policy and Procedures	Additional Pre-Site Evidence in Self Study	Site Visit Activities
Q-1.1 Quality Assurance Plan includes purpose, goals, objectives and linkages to all functional areas	See policy P-2.4	Submit Quality Assurance Plan	Interview: * Central Admin. Manager/Coordinator
Q-1.2 QA plan serves as a blueprint for delivery of QA services	Policy not required	Submit sample of site visit agenda and a copy (blank) of all Quality Assurance forms used by Central Admin. to support sites.	Interview: * Central Admin. Manager/Coordinator * Central Admin. QA Staff/Contractors * Site Program Managers Review: * Review reports required within the quality assurance plan (quarterly reports, meeting minutes, site visit reports, quality improvement plans, etc.)
Q-1.3 QA plan is reviewed by the Central Admin. staff/contractors, advisory members, and program managers within the system every two years	Policy not required	None	Interview: * Central Admin. Manager/Coordinator * Central Admin. QA Staff/Contractors * Site Program Managers Review: * Minutes/emails/correspondence of review or feedback mechanism used * Program Manager Survey
Q-2 The data management system provides current and longitudinal reports for the system and sites capturing data necessary to monitor adherence to the HFA Best Practice Standards. Sites have access to their data.	Policy not required	Submit description of the data collection system and how it is used.	Interview: * Database manager (as appropriate) * Evaluator(s) * Site Program Managers/supervisors/ data entry staff Review: * Database reports

HFA Central Administration Standards
© Prevent Child Abuse America Updated 6/1/18

Standard	Required Policy and Procedures	Additional Pre-Site Evidence in Self Study	Site Visit Activities
Q-3 Central Admin. reviews each site-specific policy manual initially, and as changes in policy are developed.	Policy not required	Submit the tool utilized to review each site's policy manual, or describe the mechanism used in this review.	Review: * Program Manager Survey
Q-4 (Q-4.1 - Q-4.8) Central Admin. monitors site compliance with HFA Best Practice Standards annually for adherence to the standards in the HFA Best Practice Standards	Policy not required	Submit sample of mechanisms or tools used for each of the Q-4 standards (blank forms, checklists or sample reports). Submit site visit schedule for most recent year.	Interview: * Central Admin. Manager/Coordinator * QA Staff/Contractors * Site Program Managers Review: * Site visit reports * Mechanisms used to monitor adherence (surveys, database reports, etc.) * Mechanism(s) used to review cultural analyses and plans * Mechanism used to review supervision * Follow-up on identified issues
Q-5 Central Admin. provides feedback to sites regarding adherence to the standards	Policy not required	Submit description of feedback mechanisms, and sampling of completed feedback mechanisms including telephone logs, reports, correspondence, and/or action plans from the sites, etc.	Interview: * Central Admin. Manager/Coordinator * QA Staff/Contractors * Site PMs/supervisors/data entry staff Review: * Review feedback from Central Admin. to the site about their progress in meeting the standards including timeliness of feedback
Q-6 Quality Assurance is provided by qualified individuals	Policy not required	Submit resumes, curricula vitae of quality assurance staff/contractors indicating experience in family support programs. Include certification reflecting all quality assurance staff received HFA required trainings (BPS 10-2 through 10-5 and 11-1 through 11-3), Implementation Training and HFA peer reviewer training.	Interview: * QA Staff/Contractors
Q-7 Comprehensive analysis of quality assurance and technical assistance system	Policy not required	Submit the most recent quality assurance analysis and plan including all components listed in the standard.	Interview: * Central Admin. Manager/Coordinator * QA Staff/Contractors * Site Program Managers Review: * Program Manager Survey

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

Intent: The intent of the formal evaluation component of a multi-site system is 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 (reaching the numbers for each anticipated measure) and outcome measures. Evaluation should be used not only to inform practice at the central administration level but also to provide site-specific data each site within the system can use to continuously improve practice. Evaluation is a multi-lateral process integrated with training, quality assurance, technical assistance, system-wide policy development, and administration. At the same time, these same components inform the evaluation process. In a fully integrated system, communications between all components of the multi-site system interact, sharing information both ways. The results of this integration of all components of the system enhance the quality of services provided by the central administration to the sites; the sites to their staff; and the staff to the families served by the site.

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.*

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

Intent: The overall goal of the evaluation plan is to describe a systematic approach to conducting the evaluation and using the results of the evaluation for quality improvement. A comprehensive evaluation plan includes both process and outcome components. The outcome section consists of an analysis of goals. From the goals, outcome indicators are identified and tracked in order to assess progress toward the specified outcomes. The process section of the evaluation plan examines how the 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.

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

E-1.1	RATING INDICATORS
3	- The central administration ensures the evaluation plan includes both implementation (process) and family outcome indicators (outcome) in the evaluation and is linked to goals, objectives, and expectations. The evaluation plan meets evidenced-based practice guidelines.
2	- The central administration ensures the evaluation plan includes both implementation (process) and family outcome indicators (outcome) in the evaluation project and is linked to goals, objectives, and expectations.
1	- The central administration does not yet ensure the evaluation plan includes both implementation (process) and family outcome indicators (outcome) in the evaluation project and/or the evaluation plan is not linked to goals, objectives, and expectations.

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

Intent: A direct communication system between central administration staff/contractors, program managers and other direct service staff and evaluation team members reinforces the use of evaluation outcomes to inform practice. Conversely, feedback from service providers to the evaluation/research team 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. Mutual 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.

E-1.2	RATING INDICATORS
3	- No "3" rating for E-1.2.
2	- The central administration ensures the evaluation plan is developed through active collaboration among evaluators, central administration staff/contractors, advisory members, and program managers.
1	- The central administration does not yet ensure the evaluation plan is developed through active collaboration among evaluators, central administration staff/contractors, advisory members, and program managers.

☺Tip: The evaluation plan may be developed and reviewed 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 data can be shared both within and outside of the multi-site system.

Intent: The ability to share data both within and outside of the multi-site system allows evaluation and research to support HFA sites in continuous quality improvement as well as to contribute to evidenced-based practice. This includes sharing system-wide data results with local sites, or with funders, advisory members, local and state legislators and decision-makers, or for the benefit of the broader national home visiting field. By assuring confidentiality and setting up data systems that can be shared increases the evaluation/research knowledge-base and supports the broader community in understanding what works, and what can be improved. 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-1.4. This plan is reviewed on a regular basis to ensure sufficient scope to accurately describe progress toward identified implementation and outcome goals.

E-1.4	RATING INDICATORS
3	- The central administration ensures the evaluation plan is reviewed at least every other year to determine if it is of sufficient scope to provide results which can then be used in service delivery and policy development and modified when necessary. As a result of the evaluation, improvement strategies have been developed and implemented .
2	- The central administration ensures the evaluation plan is reviewed at least every other year to determine if it is of sufficient scope to provide results which can then be used in service delivery and policy development and modified when necessary. As a result of the evaluation, improvement strategies have been developed. The strategies are not yet implemented.
1	- The central administration does not yet ensure the evaluation plan is reviewed every other year to determine if it is of sufficient scope to provide results which can then be used in service delivery and policy development and modified when necessary or strategies have not yet been developed.

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

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

Intent: The intent of this standard ensures 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. 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.

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

Intent: A primary purpose for evaluation is to inform decision-making about multiple aspects of the multi-site system. Evaluation results should include recommendations for further study, for change in practice, for additional training or quality assurance, technical assistance, or for new policy resulting in continuous quality improvement. Recommendations should be directly linked to both the process data and the outcomes for families specifically referenced in the evaluation report. It is important for the multi-site system to review these recommendations to develop strategies to support higher quality services for families.

E-3.1 Evaluation results are communicated to the central administration and the sites within the multi-site system at least once annually.

Intent: Results typically include process data the Multi-site system and the sites within the system can use to improve services. While staff have access to their own data, more formalized results related to performance measures, quality improvement needs and trends are reported for the system as a whole. The central administration uses these data to create new training, develop policy clarifications, share with the advisory group for their feedback and support, and/or provide additional technical assistance to improve the quality of services. Additionally, sites use these data for their own continuous quality improvement processes.

E-3.1	RATING INDICATORS
3	- Evaluation results are formally shared with central administration staff and program managers more than once annually.
2	- Evaluation results are formally shared with central administration staff and program managers once annually.
1	- Evaluation results are not yet formally shared with central administration staff and program managers at least once annually.

E-3.2 Evaluation results include recommendations for central administration improvements in training, quality assurance, technical assistance and policy, and inform decision-making about site level continuous quality improvement.

Intent: Evaluation results include both process and outcomes data and include recommendations for improvements. The Multi-site system uses these recommendations to make revisions to one or all components of the system (policy, training, quality assurance, technical assistance, evaluation and administration). The central administration documents which evaluation results have impacted policy and service delivery decisions.

E-3.2	RATING INDICATORS
3	- Evaluation results include recommendations for improving central administration functions and site level operations. The central administration has implemented the recommendations at both the system and the site level.
2	- Evaluation results include recommendations for improving central administration functions and site level operations. Recommendations have not yet been implemented.
1	- Evaluation results do not yet include recommendations for improvements to central administration and/or site level operation.

☺Tip: Systems are encouraged to publish outcomes/evaluation results in a peer-reviewed journal.

E-4 The central administration follows its policies with regard to evaluation and/or research studies involving past or present participant families.

E-4.1 The central administration follows its policy (P-2.7) with regard to 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 and staff information (i.e., data, files, reports, etc.) is restricted to authorized personnel.

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

E-4.1 RATING INDICATORS

- 3 - No "3" rating for E-4.1.
- 2 - The system's procedures (P-2.7) are followed to protect each family's identity and privacy throughout services with any evaluation or research study conducted by or with the cooperation of the system. Participants are provided with 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 procedures are not yet being followed to protect the family's identity and privacy throughout services with 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 Sentinel Standard

☺Tip: It is recommended the Central Administration and its research staff/contractors familiarize themselves with the [federal policy for protection of human subjects](#) and changes to federal rule in effect as of January 19, 2018.

E-4.2 (NEW) 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.

E-4.2	RATING INDICATORS
3	- The site has followed its policy and procedures 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 most recent research proposal review now demonstrates the policy and procedures are being followed; or no requests for research have been received to date.
1	- The central administration's policy and procedures are not yet being followed.

HFA Central Administration Standards

© Prevent Child Abuse America Updated 6/1/18

EVALUATION: The multi-site system has a formal evaluation component which follows a set of general practices consistent with conducting quality evaluation. This evaluation is conducted by qualified evaluators and is integrated into the planning process in a way that informs service delivery.			
Standard	Required Policy and Procedures	Additional Pre-Site Evidence in Self Study	Site Visit Activities
E-1.1 Evaluation plan includes implementation/process and family outcome indicators and is linked to goals, objectives and expectations	Policy not required	Submit Evaluation Plan.	None
E-1.2 Evaluation plan is a collaboration among evaluators, Central Administration staff, advisory members, and program managers	Policy not required	Submit copy of minutes/correspondence/mechanisms utilized in this review, include attendees/participants.	Interview: * Principal Investigator or Eval. Director * Members of Evaluation Team * Central Admin. Mgr./Coordinator * Site Program Managers * Members of committee that inform the evaluation process Review: * Program Manager Survey
E-1.3 The plan addresses confidentiality assurances so data can be shared within and outside of the multi-site system	See policy P-2.6	None	Interview: * Central Admin. Manager/Staff * Evaluators
E-1.4 The evaluation plan is reviewed on a regular basis to ensure it is of sufficient scope to accurately describe progress toward identified implementation and outcome goals	Policy not required	Submit copy of minutes/correspondence/mechanisms utilized in this review, include attendees/participants.	Interview: * Principal Investigator or Eval. Director * Members of Evaluation Team * Site Program Managers
E-2 The evaluation led by individuals with experience in evaluation design and implementation and experience with home visiting programs	Policy not required	Submit resumes, curricula vitae of evaluation team	Interview: * Principal Investigator or Eval. Director

HFA Central Administration Standards
© Prevent Child Abuse America Updated 6/1/18

Standard	Required Policy and Procedures	Additional Pre-Site Evidence in Self Study	Site Visit Activities
E-3.1 Evaluation results are communicated to Central Admin. and sites within the multi-site system	Policy not required	Submit most recent results/reports and any additional data reports made available to sites and a description of how results are communicated throughout the system including timeframe of report dissemination (if not included in Evaluation Plan).	Interview: * Evaluator(s) * Central Admin. Staff * Site Program Managers
E-3.2 Evaluation results include recommendations for improvements in other functional areas and inform site level continuous quality improvement	Policy not required	Submit most recent evaluation report and any additional data reports made available to sites and a description of how results are communicated throughout the system including timeframe of report dissemination (if not included in Evaluation Plan). Submit a description of how results are used to make decisions about system-side policies and implementation, including who makes recommendations and how final decisions are determined (if not included in Evaluation Plan).	Interview: * Evaluator(s) * Central Admin. Staff * Site Program Managers * Advisory members Review: * Review documentation such as policy revisions, practice changes in connection with the evaluation
E-4.1 Central Admin. follows policy with regard to assurances of family privacy and voluntary choice	See policy P-2.7	Submit copy (blank) of form(s) used to guarantee privacy and voluntary choice with families in the multi-site system.	Interview: * Evaluator(s) * Central Admin. Staff * Site Program Managers
E.4-2 Central Admin. follows its policy for reviewing and recommending research proposals	See policy P-2.8	Submit list of all research proposals received and indicate whether approved or denied.	Interview: * Evaluator(s) * Central Admin. Staff * Site Program Managers * Advisory members Review: * Review documentation such as minutes of meeting where proposals reviewed and documentation of decision-making process

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

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

A-1 The central administration has a written strategic plan, inclusive of its mission statement, which guides the services and activities of the multi-site system.

Intent: A strategic plan serves as the guide to the ongoing work of the multi-site system. It is an involved process which requires a thorough analysis of current operations and future goals and includes the input from many. Once completed, a strategic plan requires ongoing review ensuring steps and direction can be modified when needed.

A-1 RATING INDICATORS	
3	- The central administration maintains a current strategic plan which guides the services and activities of its system, and includes the overall mission of the multi-site system. Progress has been reviewed within the last year and is used to focus on system improvements. The strategic plan is comprehensive; it addresses how the central admin supports system implementation through training, quality assurance, technical assistance, and evaluation, and specifies the individuals accountable and performance measures. Sites within the system have participated in the development of the strategic plan.
2	- The central administration has a written strategic plan which guides the services and activities of its system, and includes the overall mission of the multi-site system. Progress has been reviewed within the last two years and is used to focus on system improvements. The strategic plan is comprehensive; it addresses how the central admin supports system implementation through training, quality assurance, technical assistance, and evaluation, and specifies the individuals accountable and performance measures. Sites within the system have participated in the development of the strategic plan.
1	- Any of the following: The multi-site system does not yet have a strategic plan which guides its activities; the strategic plan does not include a mission statement; the strategic plan does not yet it address how the central admin supports system implementation through training, quality assurance, technical assistance, and evaluation; does not yet specify the individuals accountable and performance measures; the strategic plan was last reviewed more than two years ago; or sites within the system were not provided an opportunity to participate in the development of the plan.

- ©Tip: Committees may be used to provide input into the strategic planning process.
- ©Tip: A quick strategic planning resource guide is provided as a reference: [7-Steps to Effective Strategic Planning](#)

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 advising 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 active; is not involved in advising on system planning and coordination; or meets less than quarterly.

A-2.2 The advisory group is comprised of state/system-level stakeholders with diverse professional and cultural representation, including individuals from within and outside the multi-site system and with capacity to advocate and promote the integration of HFA within a broader network of supports and services, on behalf of the needs of families throughout the state/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 includes a broad mix of influential leaders and decision-makers with ability to advocate and promote HFA integration within the larger context.
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).

☺ Tip: Parent leadership opportunities should be considered with advisory group or subcommittee membership.

A-2.3 The central administration and the advisory group work as an effective team in the review and evaluation of the multi-site system's goals and objectives and recommend strategies for improvement.

A-2.3		RATING INDICATORS
3	-	The central administration and the advisory group work closely together as a team in the review and evaluation of multi-site system goals and objectives. Recommendations for improvement have been acted on.
2	-	The central administration and the advisory group work closely together to review and evaluate multi-site system goals and objectives. Recommendations for improvement have been made but not yet acted on.
1	-	The central administration and the advisory group do not yet work together; or have not been involved in providing recommendations to the multi-site system regarding its goals and objectives.

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 (or its sponsoring organization) prepares and makes available to sites within its system and to the interested public, an annual report on fiscal, statistical, and service data regarding the HFA Multi-Site system.

A-4	RATING INDICATORS
3	- No "3" rating for Standard A-4.
2	- The central administration produces an annual report including fiscal, statistical, and service summary of site and system level activities. The report is made available to sites and the interested public.
1	- Any of the following: The central administration does not yet produce an annual report including fiscal, statistical, and service summary of the site and system level activities; or the report is not yet made available to sites or to the interested public.

☺ Tip: Multiple mechanisms may be used to meet this standard, including some elements of an annual evaluation report.

A-5 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, race, ethnicity, nationality, handicap, sexual orientation, or religion of the individual under consideration.

A-5		RATING INDICATORS
3	-	The central administration <ul style="list-style-type: none">- 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-6 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. It is the expectation for any central administration personnel including subcontractors who have access to family records, identifying data or direct interactions with families independently, receive legally permissible background checks and two references, and that personnel selected meet the requirements of their position and established Human Resources protocols within the organization.

A-6.1 The central administration's recruitment and selection practices include internal and external posting of open positions, use of standardized interview questions, and verification of two references.

A-6.1 RATING INDICATORS

- 3 - The central administration has a process which ensures positions are posted, 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 positions are posted, 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: positions are posted, use of standardized interview questions, and two reference checks are completed with central administration personnel and its subcontractors.

A-6.2 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-6.2 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-7 (NEW) Oversight is provided to central administration TA and QA staff to ensure accountability, and ongoing availability of skill development and professional support.

A-7	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-8 (NEW) Changes impacting the affiliation or disaffiliation of sites within the system have been communicated to the HFA National Office in a timely way. Refer to policy standard P-3 for procedures outlining affiliation and disaffiliation.

A-8	RATING INDICATORS
3	- No "3" rating for A-8.
2	- The central administration notifies the HFA National Office of any new affiliations or disaffiliations in its system within three months of these changes occurring.
1	- The central administration has not yet notified the HFA National Office of new affiliations or disaffiliations within three months of the change occurring.
N/A	- There have been no new affiliations or disaffiliations within the last 24 months.

A-9 (NEW) The central administration addresses any grievances from sites within its system in accordance with its policy (P-4).

A-9	RATING INDICATORS
3	- No "3" rating for A-10.
2	- The central administration has followed its policy with regard to 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 with regard to grievances received from sites within its system.
NA	- There have been no grievance reported in the last 24 months.

A-10 (NEW) When critical incidents occur at the local site level, communication procedures established by the central administration (P-5) are followed to ensure the central administration is notified within twenty-four hours. 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-10	RATING INDICATORS
3	- No "3" rating for A-10.
2	- There is indication the communication procedures have 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 procedures have not yet been followed in the event of a critical incident (s) at the site level.
NA	- No critical incidents have occurred at the site level in the last 24 months.

A-11 (NEW) The Central Administration analyzes the extent to which all aspects of its functional areas (policy, training, technical assistance, quality assurance, evaluation and administration) take into account the culture of those it supports, and develops a plan to strengthen its cultural responsiveness.

Intent: It is critical the central administration reflect on its cultural responsiveness to those it supports in the same way local sites are required to complete their own cultural analysis and plan. Additionally, similar to a site's Cultural Analysis and Plan, it is important to obtain feedback from sites regarding materials provided, communication and language and interactions between central administration staff and local site staff, and to utilize its advisory group in the development of a plan to strengthen its cultural responsiveness.

A-11	RATING INDICATORS
3	- No "3" rating for A-11
2	- The central administration analyzes (with input from its sites) at least once every other year the extent to which all of its functional areas (policy, training, technical assistance, quality assurance, evaluation and administration) take into account the culture of those it supports and develops a plan (in conjunction with its advisory group) to strengthen its cultural responsiveness.
1	- The central administration has not yet conducted a cultural analysis at least once every other year; or sites were not involved in providing input; or the analysis does not yet include all functional areas (policy, training, technical assistance, quality assurance, evaluation and administration); or the advisory group was not involved in the development of a plan.

☺ Tip: A variety of mechanisms may be used to assess its cultural responsibility including survey questions which are part of the feedback already sought from sites in regard to training TA and QA practices.

END MULTI-SITE CENTRAL ADMINISTRATION STANDARDS

ADMINISTRATION: The Central Administration follows a set of general practices consistent with responsible system administration.			
Standard	Required Policy and Procedures	Additional Pre-Site Evidence in Self Study	Site Visit Activities
A-1 The multi-site system has a current strategic plan which guides its activities	Policy not required	Submit strategic plan with date adopted and reviewed.	Interview: Central Admin. staff Review: * Program Manager Survey
A-2.1 The multi-site system has an effectively organized advisory group advising functions specified in A-3	Policy not required	Submit description of the advisory group structure and purpose. Submit organizational chart of the organized group including committee structure.	Interview: * Central Admin. staff * Advisory group members Review: * Meeting minutes
A-2.2 The advisory group is comprised of state/system-level decision-makers, with diverse professional and cultural representation, including individuals from within and outside the multi-site system and with capacity to advocate and promote the integration of HFA within a broader network of supports and services, on behalf of the needs of families throughout the state/multi-site system.	Policy not required	Submit roster of advisory group including length of time on the group, skills, abilities and appropriate demographics.	
A-2.3 The Central Administration staff and the advisory group work as an effective team to monitor the multi-site system’s goals and objectives and to recommend strategies for improvement.	Policy not required	None	
A-3 The Central Admin. has a written budget	Policy not required	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.	Review: * Review budget (expenditures) of all components of the multi-site system * Review allocation budgets of the sites of the system (if applicable)

HFA Central Administration Standards
© Prevent Child Abuse America Updated 6/1/18

Standard	Required Policy and Procedures	Additional Pre-Site Evidence in Self Study	Site Visit Activities
A-4 The Central Admin. prepares an annual report	Policy not required	Submit most recent report including fiscal, statistical and service data regarding the system and narrative describing how and to whom it is disseminated.	Review: * Review most recent report
A-5 The Central Admin. employs without discrimination	Policy not required	None	Interview: * Central Admin. staff responsible for hiring Review: * Advertisements for recruitment and postings in building
A-6.1 Personnel recruitment ensures positions are posted, that a standardized interview is conducted, and that two reference checks are completed with all Central Administration personnel and subcontractors.	See policy P-2.9	None	Review: * Review personnel files of central admin. staff and subcontractors who are part of the Central Admin. system for references, job postings and reference checks
A-6.2 Personnel recruitment includes criminal background checks on all central administration personnel and subcontractors with access to families and/or their identifying data	See policy P-2.9	None	Review: * Review personnel files of Central Admin. staff and subcontractors who are part of the Central Admin. system for background checks
A-7 TA and QA staff receive skill development and professional support	No policy required	Submit names of TA and QA staff and their respective supervisor(s)	Interview: TA and QA staff Supervisor(s) Review: *Meeting notes from supervision meetings
A-8 Affiliations and disaffiliations	See policy P-3	Submit list of all affiliations and disaffiliations in the last 24 months	Review: Site Profile submission dates

HFA Central Administration Standards
© Prevent Child Abuse America Updated 6/1/18

Standard	Required Policy and Procedures	Additional Pre-Site Evidence in Self Study	Site Visit Activities
A-9 Grievances addressed	See policy P-4	No pre-site documentation	Interview: Central Admin. staff Review: Grievances received in the last 24 months and documentation of how addressed/resolved
A-10 Communication regarding critical incidents	See policy P-5	Summarize critical incidents that occurred in the last 24 months	Interview: Central Admin. staff Review: Communication records pertaining to all critical incidents
A-11 Cultural Analysis and Plan	No policy required	Submit the Central Admin. Cultural Analysis and Plan	Interview: Central Admin. staff Program Managers Review: Cultural Analysis and Plan