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INTRODUCTION:

Family Resources is an Iowa not for profit corporation which, because of its mission, is recognized as exempt from taxation under Section 501(c)(3) of the Internal Revenue Code. It's affairs are overseen by a Board of Directors elected according to its charter and by laws. Officers of the corporation serve to execute the directions of the Board for the fulfillment of the corporate mission. In doing so, they direct the activities of corporate employees, from leadership to line staff. In order to provide structure to these ongoing activities corporate documents are created in the form of policies, operating procedures and manuals. These documents provide both the rules by which Family Resources employees must govern their actions and an important resource to facilitate fulfillment of the mission. Definitions, format and applicability of the principal corporate documents are discussed in the following sections:

BOARD POLICIES:

Policy statements are issued by the Board of Directors. They consist of the general statements of principal under which we operate. Enactment or amendment of a board policies requires a formal vote of the Board made in accordance with the corporate charter and by laws. The Mission Statement of Family Resources is an official board policy statement. The official text of all board polices may be found in the History and Governance Section of the Family Resources Electronic Document Library.

PERSONNEL PROCEDURES:

Personnel Procedures are generated by the executive team consisting of the officers of Family Resources on the recommendation of the Human Resources department. They form the basis for



structuring the relationship between Family Resources and staff as employer/employee. Personnel Procedures are found in the Human Resources Section of the Family Resources Electronic Document Library.

OPERATING PROCEDURES:

Operating Procedures govern all other aspects of agency operation, from service delivery to infrastructure. They provide the broad rules within which all programs practice their individual disciplines. They also provide the rules by which we finance our operations, use our facilities and equipment, and deal with exigencies and emergencies. An operating procedure requires approval of the executive team and are published in this manual. This document is an "operating procedure".

PROGRAM MANUALS:

Each service program of Family Resources is required to produce a Program Manual which addresses the application of agency principals and procedures within the particular discipline. When read together with the agency Practice and Procedure Manual, the Program Manual will provide complete practice standards for service delivery and a detailed guide to program staff for the completion of their daily work.

Program Manuals are to be provided in the same format as this agency Policy and Procedure Manual and available to staff in both electronic and paper form. At a minimum, each program manual will contain a section on each of the following topics which are addressed also at the agency level:

- ✓ **Program Description/Statement**
- ✓ **Referral/Intake/Admission Process**
- ✓ **Funding/Funding Authorization**
- ✓ **Client Rights/Professional Standards**
- ✓ **Assessment Process**
- ✓ **Service Planning Process**
- ✓ **Service Delivery**
- ✓ **Monitoring Service Delivery**
- ✓ **Discharge and Aftercare Planning**
- ✓ **Client Records and Documentation of Services**
- ✓ **Staffing/Human Resources**
- ✓ **Service Environment, Facilities and Equipment**
- ✓ **QA Practices**
- ✓ **Outcomes**

Additional sections, not inconsistent with agency policy and procedure, may be added, when approved.

PROGRAM MANUAL APPROVAL PROCESS



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The FRI Practice Governance Initiative, COA, External Standards: The development of complete individual program manuals is an outgrowth of the Family Resources Practice Governance Initiative. Each of our individual service programs represents distinct but related disciplines within the social service profession. Each has identified missions and serves identified populations. Each pursues its mission within the mission and philosophy of Family Resources as an agency. Each pursues its mission subject to individualized standards established by various funding, licensing and legal entities. Family Resources as an agency is accredited by the Council on Accreditation (COA) the national accrediting organization of children and family service agencies. The wide variety of services provided under the Family Resources umbrella and the even larger number of various external influences which appear to mandate the manner in which we practice pose a danger to us of becoming lost in the forest--of losing sight of the larger mission for which we exist.

Family Resources firmly believes, however, that there is more consistency than discrepancy between these influences and that all are designed to serve the same general interests which is in turn consistent with the Family Resources mission and philosophy. Through the Practice Governance Initiative Family Resources has laid out the operational relationship between agency, program and staff functions which, if followed, enhance our opportunities to practice in a way which serves these interests. As a product of that initiative, the program manuals which are created in accord with these guidelines will successfully address those broad issues to which these various standards are directed.

The Approval Process/Program Review Process: All program manuals are subject to approval at the corporate level. This approval will require collaboration with the CQI department, legal department and the Vice President for Professional Services. In order to facilitate the development of manuals, these three departments have established a program review process. Beginning in July of 2004, it is the goal of this process to work with each service discipline in turn to facilitate the development, not only of an updated and complete program manual, but to assure the application of research based best practices in service delivery and the development of meaningful outcome or quality measures. Each program, as it completes its participation in the cycle, will have developed a manual which, taken together with agency procedures, will assure fulfillment of those goals. Any program may start the process of manual development without awaiting the formal review and may receive technical assistance as needed. Final product, however, is still subject to approval.

POLICY EDUCATION

Policies and procedures are tools. They are meant to guide us in our work, and to be a resource for decision making. They represent best practice and should be reflected in our work. They can perform no useful function, however, if they are written just to sit on a shelf or occupy cyber space without being known or implemented. A strong program of policy education will prevent that from happening. To that end, Family Resources has established the following required baseline for these activities:

NEW STAFF POLICY TRAINING

Employee orientation serves as an introduction to the agency or program and is devoted to philosophy, general policy, and human resources functions. It is not intended to supplant the kind of



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intense education necessary for effective and consistent operation. For that reason, it is agency policy that all new and transferring employees be provided an initial training in the established policies, practices and procedures relevant to successful functioning within their new position. This training may be developed on the array or program level as appropriate, but must meet the following benchmarks:

- ✓ **Curricula:** The subject matter is governed by a written curricula which is periodically reviewed.
- ✓ **Time Limited:** There is an identified timeline for completion of the training after assumption of the position.
- ✓ **Work and Practice Limitations:** No staff should be exposed to a situation for which they have not been prepared by training. Limitations, if any, on job duties contingent upon completion of identified training must be clearly set forth and adhered to.
- ✓ **Documentation:** Participation in and completion of this training is documented appropriately in the employee's personnel file.

CONTINUING POLICY EDUCATION

Consistent and uniform implementation of policies or procedures is threatened from two different directions. If the procedure deals with a situation that occurs so frequently that it becomes routine, we may drift away from thinking about the underlying importance of doing things in a certain way. On the other hand, it may involve a situation which occurs only rarely, but with serious potential if the response protocol is not fresh in our minds. In order to mitigate these effects, Family Resources mandates the following program of continuing policy education:

- ✓ A 'refresher' a review of a relevant policy or procedure will be routinely scheduled (no less than monthly if practicable) as a part of the agenda of regularly scheduled staff or team meetings.
- ✓ This will be done at all levels, program, array or agency with subject matter pertinent to the particular group.
- ✓ Attendance and subject matter will be recorded as part of the meeting notes and maintained for five years.
- ✓ Procedure reviews of this type are in addition to, and not a substitute for required in service training.
- ✓ This does not preclude in depth in service training being provided on subject matter relevant to a particular policy or procedure.