·AGENCY: _____

DATE: _____

PERSON(S) COMPLETING THE SELF-EVALUATION: _____

AGENCY SELF-EVALUATION TOOL for ORGANIZATIONAL CAPACITY to SUPPORT PERSONS with CHALLENGING BEHAVIORS

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The AGENCY SELF-EVALUATION TOOL for ORGANIZATIONAL CAPACITY to SUPPORT PERSONS with CHALLENGING BEHAVIORS is designed to measure the capacity of an agency providing residential services for persons with disabilities to meet the challenges posed by serving individuals with severe problem behaviors. This checklist should be used as part of an honest, proactive approach to increasing the capacity of a residential agency. It may be a useful component of an agency's quality improvement program, or agency-wide evaluation. Please note that this self-evaluation is only a tool. It will prove useful only to the extent that it is used honestly to guide ongoing improvement efforts and activities. This self-evaluation tool may be completed individually by someone who works within an agency, collectively by a team of individuals who work within an agency, or by an external evaluator. There may be different programs or units within an agency with different practices and capacity. For an agency-wide self-evaluation, please try to give the most representative response for each question.

This self-evaluation tool addresses six aspects of agency capacity: Organizational Stability, Administrative Leadership, Staff Structures, Staff Training, Measurement Systems, and Behavioral Systems. Each section has a number of questions about agency procedures and practices in that area. For each question presented in this self-evaluation, three decisions and accompanying responses should be made. **For the first decision and response,** on the left side of the page, please note whether the feature described in the question currently exists in the agency. The response should be "YES," "NO," or "UNCLEAR." UNCLEAR responses indicate the need to study that area/feature further, perhaps by speaking with additional agency personnel or doing more observation of agency practices. **For the second decision and response,** use the three columns immediately right of the question. These NEED FOR IMPROVEMENT columns ask for a rating of the importance of improvement in the feature described. Responses are "HIGH," "MEDIUM," or "LOW" need for improvement. **For the third decision and response,** note the CURRENT STATUS of the feature in the right most three columns. Current status options are "IMPROVING," "STAYING THE SAME," or "GETTING WORSE." Decisions and responses to each question in the tool should be based on direct observation of agency environments, review of agency written program documents and records, and information obtained through interviews with appropriate agency personnel.

Agency Self-Evaluation Tool for Organizational Capacity to Support Persons with Challenging Behaviors

| Feature in place | | | Feature | Need for Improvement | | | Current Status | | |
Yes	No	?		High	Medium	Low	Improving	Staying the Same	Getting Worse
			Features of Organizational Stability						
			1. Does the agency have a board-approved budget for the current fiscal year?						
			2. Does the agency have an operational accounting system that provides monthly budget reports?						
			3. Has the agency operated within budget and maintained a fund balance of one month's operating expenses for the past year?						
			4. Have the executive director and 80% of the other management staff been in their positions for at least one year?						
			5. Does the agency show less than a 25% annual staff turnover rate for the last year?						
			6. Do individual programs or residences have budgets?						
			7. Does the agency engage in at least biannual audits conducted by external auditors?						
			Administrative Leadership						
			1. Does the agency have a published statement of mission, purposes, or aims?						
			2. Does the agency formally train staff on the statement of mission?						
			3. Does the agency have a plan for long-term improvement?						

Feature in Place			Feature	Need for Improvement			Current Status		
Yes	No	?		High	Medium	Low	Improving	Staying the Same	Getting Worse
			Administrative Leadership (cont.)						
			4. Does the agency have a written policy concerning behavior intervention that supports the use of positive behavioral support?						
			5. Does the agency have a written policy concerning the human rights of individuals served by the agency?						
			6. Are these human rights and behavior intervention policies covered in the agency's training materials?						
			7. Does the Executive Director visit sites at least quarterly?						
			8. Does the Executive Director maintain information about current behavior problems and challenges to the quality of life of individuals served by the agency?						
			9. Does the Executive Director give feedback to individual sites regarding quality of service?						
			10. Does the Board of Directors set policies and procedures for the agency?						
			11. Does the Board of Directors receive information about the outcomes of the organization in terms of lifestyle, health and safety, and behavior support?						
			12. Does the Board of Directors review performance of the Executive Director on an annual basis?						
			Staff Structures						
			1. Are there set policies/procedures for hiring employees?						
			2. Does the hiring process include employee screening?						
			3. Would site employees describe themselves as a team?						
			4. Do all agency positions have written job descriptions?						
			5. Do these job descriptions accurately describe the duties of the jobs?						

| Feature in Place | | | Feature | Need for Improvement | | | Current Status | | |
Yes	No	?		High	Medium	Low	Improving	Staying the Same	Getting Worse
			Staff Structures (cont.)						
			6. Do supervisory staff monitor and give feedback to staff regarding improvement of support written long-term or short-term?						
			7. Are there goals for staff?						
			8. Are staff rewarded for good performance?						
			9. Are there posted reminders of staff responsibilities (with a non-institutional look)?						
			10. Does each site have a logbook to facilitate internal communication?						
			11. Do staff meetings occur at least every other week?						
			12. Are staff meetings mandatory?						
			13. Do staff meetings have an agenda?						
			14. Are staff meetings oriented towards solving problems?						
			15. Is information about residents' quality of life and/or problem behaviors reviewed at staff meetings?						
			16. Are decisions and tasks from previous meetings reviewed?						
			17. Are behavior support plans reviewed and discussed at staff meetings?						
			Staff Training						
			1. Are program staff trained in behavior programs for individuals with whom they work?						
			2. Are program staff trained in basic behavioral principles, such as reinforcement and functional approaches to understanding behavior?						

3.

	Feature in place		Feature	Need for improvement			Current Status		
Yes	No	?		High	Medium	Low	Improving	Staying the Same	Getting Worse
			Staff Training (cont.)						
			3. Do ongoing or inservice training sessions provide staff with useful, necessary information?						
			4. Are house managers involved in training new staff?						
			5. Are senior direct care staff involved in training new staff?						
			6. Does the agency have a training manual?						
			7. Does the agency have a written procedure for training new staff?						
			Measurement Systems						
			1. Do sites collect data regarding positive behavior and activity patterns of the individuals served by the agency?						
			2. Are data systems simple and easy-to-use?						
			3. Are the data accurate?						
			4. Are the data summarized and presented at meetings?						
			5. Do the sites currently use measurement systems regarding challenging behaviors?						
			6. Does the agency maintain agency-wide information systems regarding challenging behaviors?						
			7. Does the agency make decisions based on data?						
			8. In approaching behavioral challenges, does the agency use a process of making a plan, trying the plan, and then seeing if it works?						
			9. Are direct care staff involved in decision-making?						
			Behavioral Systems						
			1. Are there adequate resources for assistance in behavioral support (the resources can be either internal or external)?						