Volunteer Handbook



Our Values....

Faith

Allow God's love an teachings to inspire our work.

Service

Seekto meet individual and family needs through professional practice and advocacy.

Charity

Encourage others to put faith into action through sharing their time, talent and treasure.

Our Vision ...

Inspired by God's love and teachings, Catholic Social Services of the Miami Valley (CSSMV) builds stronger futures for individuals and families of all faiths.

Our Mission ...

Catholic Social Services of the Miami Valley strengthens individuals and families in need through actions of faith, service and charity.

Updated January 2018

Welcome!

Welcome to Catholic Social Services of the Miami Valley (CSSMV)!

The Volunteer Handbook has been prepared to help address questions you might have concerning the agency. CSSMV's intentions for publishing this handbook are not to impose restrictions that are contrary to our established culture of openness, trust and integrity. CSSMV is committed to protecting its employees, volunteers, clients and the agency.

Our future is dependent on your dedicated efforts and the services, which you will provide. The agency plans to provide you with an opportunity to serve those in need to meet your goal(s). To recognize this goal of mutual cooperation, it is very important that you understand your work, the agency's policies and services, and what will be expected of you.

The agency's first expectation is that you read, understand, and abide by this Volunteer Handbook. Should you have any questions regarding any of the Handbook content, please discuss your concerns and/or questions with your immediate supervisor.

You will be assigned as promptly as possible, taking into consideration your skills and interests, as well as the needs of the agency. You will be given an orientation to the agency and the program for which you are assigned, as well as being provided ongoing opportunities for training. We also provide annual evaluations of and recognition of the efforts of our regular, ongoing volunteers and ask that you give feedback to your supervisor regarding the program and any suggestions you may have.

The Executive Director is ultimately responsible, under the Board of Trustees, for the administration of the agency's personnel and program policies and for the approval of any policy exceptions. The Executive Director, through the Executive Staff, ultimately supervises the work of the employees/volunteers of CSSMV. The daily supervision and evaluation of employees/volunteers, however, is the responsibility of the Executive Staff of the agency's offices and programs.

We believe our approaches set CSSMV apart from other agencies and organizations and we are glad you have chosen CSSMV.

I. AGENCY'S DIRECTION, PURPOSE AND HISTORY

I.A. Agency's Direction.

I.A.1. Vision Statement

Inspired by God's love and teachings, Catholic Social Services of the Miami Valley (CSSMV) builds stronger futures for individuals and families of all faiths.

I.A.2. Mission Statement

Catholic Social Services of the Miami Valley strengthens individuals and families in need through actions of faith, service and charity.

I.A.3. Values

- <u>Faith</u> Allow God's love and teachings to inspire our work
- <u>Service</u> Seek to meet the individual and family needs through professional practice and advocacy
- <u>Charity</u> Encourage others to put faith into action through sharing their time, talent and treasure

I.A.4. Top 10 Ways CSSMV is Making a Difference

- 1. We serve people of all faiths regardless of race, ethnicity or economic status.
- 2. Each year, we touch the lives of over 25,000 Miami Valley residents.
- 3. Each week, we provide food to hundreds of hungry men, women, and children.
- 4. We help save the lives of refugees from war-torn countries throughout the world helping them live in freedom in the Miami Valley
- 5. We build loving families and offer the joy of new life to adoptive parents.
- 6. We are the lifeline of hope for hundreds of young mothers, fathers and their babies.
- 7. We offer the area's premier preschool program, which prepares inner city children for academic success.
- 8. We provide hope and advocacy for socially isolated seniors, helping them maintain their independence.
- 9. We help at-risk children make positive choices for their futures.
- 10. Our work inspires charitable support from private contributors and supports of the United Way and CFC Workplace campaigns...to forward our mission.

I.B. Agency's Purpose.

CSSMV is a non-profit social service organization serving people of all faiths in Auglaize, Champaign, Darke, Greene, Logan Mercer, Miami, Montgomery, Shelby and Preble Counties. Our social services are to help people find solutions through a unique blend of Christian concern and creative professional caring. To achieve this end, we provide a variety of services. These services include, but are not limited to –

- Adoption and Pregnancy Counseling
- Counseling and Prevention Services for pregnant and parenting teens
- Comprehensive counseling for individuals, couples and families, including preventative mental health counseling, child attachment therapy and early childhood mental health
- Erma's House Family Visitation Center
- Day Care for Children
- Senior Outreach/Visiting and Respite Care for the elderly
- PASSPORT
- Refugee Resettlement
- Emergency Food Assistance
- Family Stabilization and Support
- Volunteer services

CSSMV, an affiliated agency of the Archdiocese of Cincinnati, exists to advance the human dignity and welfare of those people in need by providing comprehensive social services in response to the teachings of Christ and the Catholic Church. While CSSMV respects the religious beliefs, values, and identities of all individual clients, staff, volunteers and board members, the identity of the agency is clearly Catholic. As such, CSSMV adheres to the social and moral teachings of the Catholic Church.

Likewise, the agency is committed to extending God's love for the human family by assisting people to live more fully and freely, to accept God's love for them, and to share it with others. Our staff support our mission, while at the same time respecting the values of those we serve.

The community needs far outstrip our capacity to respond. This fact, combined with the need for responsible stewardship of the resources entrusted to us, requires the following priority setting process –

- 1. The family is a significant priority as a basic and evolving society unit.
- 2. The individual person is created in the image of God with innate dignity and worth.
- 3. The individual requires both acceptance and challenge to grow.
- 4. In our concern for the individual and family, we challenge the institution and structure of society that surrounds and affects them.
- 5. As resources are limited and can be maximized in cooperative and coordinated action, our services are developed and offered in a coordinated manner to maximize resources and shared values.

In addition to the Archdiocese of Cincinnati, CSSMV is affiliated with Catholic Charities USA, several United Way agencies throughout the Miami Valley, Montgomery County Human Service Levy, the Area Agency on Aging/PSA2, Tri-County Board of Recovery and MH Services, and the Ohio Department of Aging. CSSMV is accredited by the Council on Accreditation (an international accrediting body for services to families and children), Certified Ohio Outpatient Mental Health Facility, Ohio Department of Job and Family Services, and the National Association for the Education of Young Children.

I.C. Agency's History.

Catholic Social Services was established in Dayton in March 1921 by Rev. Francis Gressle as a branch of the Bureau of Catholic Charities and Social Services of the Archdiocese of Cincinnati. The office was established to increase the effectiveness of the Catholic social services and coordinate the social work of Catholic Charities with other Dayton welfare offices.

In the early days, the agency worked mainly through small committees of volunteers on problems of emergency assistance, placement of children, Americanization, parish sewing bands, hospital visiting, and work with the aging, inform, deaf and blind. Big Brothers and Sisters and Scouts were another interest. The agency became affiliated with the United Way in 1921.

Through the 1920's and 1930's, more voluntary and tax-supported agencies developed, and services became more specialized. CSSMV, then called Catholic Charities, focused more directly on **family and children services**. The agency became a separate diocesan agency in 1935.

In the 1940's, the Particular Council of the St. Vincent de Paul Society of Dayton was established. It and the agency began a continuous working relationship that continues today. After World War II, displaced persons from Europe were helped to resettle in the Dayton area, which began our current **Refugee Resettlement Program**.

In the 1950's, the number of children placed by the agency in **adoptive** homes increased significantly. In 1957, the Springfield office opened on Limestone Street as a branch of Catholic Charities of Cincinnati, serving Clark County.

The 1960's brought many changes, the complexity of problems brought upon families increased and new and expanded services were added. Services were brought closer to the people through programs in the parishes. The **Volunteer Program** began, as well as the **Food Pantry**.

The 1970's saw the beginning of rapid expansion of services to families, children, the elderly and the poor, which continues today. In response to the growing number of single parent households and households with both parents' working, the **Day Care** Program was established.

Following the tornado in Xenia in 1973, services were expanded to Greene County. The expansion year was 1976 because the Springfield and Dayton agencies united as Catholic Social Services of the Miami Valley, the Sidney office opened to serve Auglaize, Darke, Mercer, Miami and Shelby counties, and Springfield services expanded to serve Logan and Champaign counties.

During the late 1970's, CSSMV began to increase its services to the elderly in response to the "graying of America." Adult Foster Care began with a Federal Model Project and expanded to five of our 11 counties. We assumed responsibility for the Senior **Friendly Visiting** and Telephone Reassurance Programs in Montgomery County.

The 1980's saw further expansion of services for the elderly with another Model Project; this one through the Ohio Departments of Aging. **PASSPORT**, a preadmission screening to prevent nursing home placement, is provided in six rural counties. **Respite Care** for families of chronically ill older persons was also begun in Montgomery County.

The 1980's also saw expansion in programs for children and teens. The Dayton office received a federal demonstration grant to assist with **services to pregnant adolescents** which initiated almost 20 years of funding from this source. In 1984, **Lincoln Academy** moved to the grounds of the Veteran's Administration (VA) Center.

The '90s saw both new programs established and the closing of some programs. We started a number of innovative programs including the "Families Count" project in East Dayton and a "Family Violence" program at our day care center, while adult foster care was discontinued. In 1995 we began the Teen ParentLink program in Montgomery County, a local collaborative initiative to reduce child abuse and neglect. In collaboration with a number of other groups in Progressive Southern Dayton View, we established the Rev. Dr. Martin Luther King Jr. Development Coalition to address the needs of residents of this area and encourage greater self sufficiency on their parts. Additionally, the Springfield office (serving Clark, Champaign and Logan Counties) transfers from CSSMV to CSS of Southwest Ohio in Cincinnati. In 1997, Erma's House Visitation Center opened to assist families with monitoring visits and exchanges.

The beginning of a new century saw the start of exciting plans for CSSMV. A New Century of Caring was launched – a capital campaign to raise funds for both a new building for programs and renovation of current facilities. The year 2006 saw all the fundraising efforts come to fruition when the new CSS Center for Families was built and opened at 1046 Brown Street. This new facility houses **Erma's House Visitation Center, the "Link" programs, Mental Health and SAFE counseling** (Supporting Attachment in Families Effectively program was implemented in 2001), and **Beginnings...**our pregnancy, foster care and adoption services. Also in 2006, the **Lincoln Academy** building (located on the VA grounds) was completely renovated, making it much more child-friendly; when the building reopened, CSSMV signed an extended lease with the VA for the building. Renovations at the Eckerle Administration Center, 922 W. Riverview Avenue, were completed in 2008, including transforming our food pantry into a "**Choice Pantry**" and expanding its space in the building's lower level to better serve the community.

Further renovations to the Choice Pantry occurred in 2015 when a complete redesign added private intake rooms for pantry clients and expanded the storage and refrigeration capacity to improve the quality of services. Late in the spring of 2017 the name of our Early Learning Center changed to Lincoln Academy, in keeping with our presence on historical VA grounds and our commitment to a profoundly educational approach to the daily care of young children.

We continue from Archbishop Moeller's vision and Father Gressle's establishment of the first office in the Miami Valley to our efforts today. We do this through service given with professional care and Christian love. We carry our history and our efforts into the future through our current efforts, commitment and planning. We do so by applying the lasting Christian principles to both today's changing world and planning for the world of tomorrow through the vision those values present. That vision is the lasting power and promise of our work.

II. STANDARDS FOR WORKPLACE EXCELLENCE

Volunteer involvement at CSSMV exists for a twofold purpose: to expand and enhance the services of the agency and to provide opportunities for people to make a contribution to the building of a more humane world. The role of the volunteer is not to displace paid workers or be placed in a job for which funding is available, but rather to supplement and complement the work of paid staff as a part of the agency team.

To achieve CSSMV's mission, goals, and basic beliefs, every employee/volunteer must share responsibility for promoting excellence in everything we do. CSSMV requires directors, officers, employees and volunteers to observe high standards of business and personal ethics in the conduct of their duties and responsibilities. As representatives of CSSMV, we must practice honesty and integrity in fulfilling our responsibilities and comply with all applicable laws and regulations. All representatives share the responsibility for implementing these standards and for promoting these standards throughout CSSMV.

CSSMV values and seeks to preserve its reputation for honesty and integrity. CSSMV has a continuing responsibility to conduct its business in accordance with the highest ethical and legal standards of conduct. CSSMV expects all agency representatives to be honest and open in all their dealings with CSSMV and its property. CSSMV property is provided for the conduct of agency business activities and is not to be diverted or used for personal purposes.

Every representative's treatment of the public reflects upon the agency. It is important that the behavior of the representative leave a favorable impression upon those with whom he/she deals. Members of the public, as well as other members of the CSSMV team, are to be treated with courtesy, consideration and in a professional manner.

CSSMV will not authorize, encourage, make, or tolerate -- directly or indirectly -- bribes, kickbacks, or any other unlawful payments, inducements, or promises to any person or agency (including clients and suppliers), in connection with CSSMV's business. CSSMV does not permit payments to be made in cash, property, or services, by or on behalf of the agency, in order to secure business or to obtain special concessions; to pay for favorable treatment for business secured; or for special concessions already obtained. No representative shall divert agency clients or potential clients to his/her private practice or have any indirect/direct financial interest in the assets, leases, business transactions or professional services of the agency.

II.A. Equal Employment Opportunity.

Applicants of Catholic Social Services of the Miami Valley (CSSMV) are hired on the basis of a variety of factors, including, but not limited to, experience, training, reliability, and potential for growth in an effort to continue and improve upon the success of the agency. Our agency is committed to Equal Employment Opportunity and does not unlawfully discriminate against any person or category of persons.

This policy applies to all terms and conditions of employment including recruitment of applicants and the employment, training, development, transfer, and promotion of employees. At no time will applicants, volunteers or current employees be discriminated against on the basis of race, color, religion, sex, sexual orientation, age, military status, national origin, disability, or status as a Vietnam-era or special disabled veteran in accordance with applicable federal laws, state or local laws governing fair employment practices and contractual relationships, including Executive Order #11246, Section 504 of the Rehabilitation Act of 1973, Section 403 of the Vietnam Era Veterans Readjustment Assistance Act of 1974, and Title I of the Americans with Disabilities Act (ADA) of 1990, Title VII of the Civil Rights Act of 1964.

Employees/volunteers who feel they have been subject to discrimination or would like to discuss Equal Employment Opportunity related questions should contact Human Resources or the Director of Finance and Administration.

II.B. Non-Discrimination Against and Accommodation of Individuals with Disabilities.

CSSMV, along with our mission of Christian concern and caring, abides by the Americans with Disabilities Act (ADA) and other applicable local, state and federal laws providing for nondiscrimination in employment against qualified individuals with disabilities. The agency also provides reasonable accommodations for such individuals in accordance with these laws. Individuals who are using illegal drugs are excluded from this ADA policy.

We will evaluate the feasibility of requested accommodations following the ADA's guidelines and will determine whether such accommodations will cause undue hardship on the agency. In order for CSSMV to determine appropriate reasonable accommodation, it may be necessary for individuals to provide us with the necessary medical information. If you feel that you need an accommodation, you must contact your supervisor or Human Resources.

Employees/volunteers or applicants who believe they have been discriminated against should contact Human Resources or the Director of Finance and Administration.

II.C. Cultural Diversity.

To fully recognize the dignity of each recipient of service, agency staff should be aware of the diverse backgrounds and ages of their clients and its contribution to the development of their clients (or clients' families). As the client population is diverse, staff may participate in programs to identify those diverse cultures, its influence on the client and the effect it may bring on the situation the client brings to the agency.

In addition CSSMV is committed to recognizing the strength in the diversity of its staff and volunteers. As such, the diversity of staff shall be celebrated and sensitivity to cultural and ethnical diversity fostered. CSSMV will act to increase understanding of different individual and community strengths, attitudes, beliefs and problem-solving styles. This understanding and awareness shall be converted into organizational practice. At least annually CSSMV shall evaluate its diversity practices to determine their effectiveness and make corrections, if necessary, to remove any barriers.

II.D. Code of Ethics.

Professional staff are expected to act in accordance with the Code of Ethics of their professional organization, National Association of Social Workers or other nationally recognized professional organization.

As a member organization, CSSMV agrees to the Catholic Charities USA Ethical Standards as summarized here, with some clarifications. Staff are responsible for understanding the entire content of and acting within the Code of Ethics located at: (http://www.catholiccharitiesusa.org/NetCommunity/Document.Doc?id=657) –

1. Responsibility to Clients -

- a. <u>Client rights</u> dignity of all persons; clients informed of their rights; right to confidentiality and privacy
- b. <u>Boundary issues/dual relationships</u> staff avoid dual relationships with current and former clients; safeguard clients from exploitation; staff are not to engage in sexual harassment
- c. <u>Beginning of client relationship</u> staff follow criteria/conditions set by agency in accepting clients; involve clients in all aspects of care toward realizing their goals; represent qualifications/themselves truthfully in all relationships
- d. <u>Informed consent</u> clients informed of purpose of service/role of staff and able to ask questions; given all information to make an informed decision; about appropriate alternatives; staff receive consent to tape clients and using clients cases for training purposes.
- e. <u>Confidentiality</u> staff respect the privacy of clients; agency develops procedures
- f. <u>Clients as Research Subjects</u> protects rights of human research subjects
- g. Release of Information clients or third parties have reasonable access to records, based on legal standards, client approval and agency policy
- h. <u>Quality Service/Competence</u> Services should be consistent with best practice and within the scope of their training/expertise.
- i. <u>Duty to Warn/Duty to Protect</u> All professional staff are aware of legal and professional duty to warn/protect, as well as agency policies regarding such
- j. <u>Duty to report</u> Professional staff are aware of requirement to report alleged abuse and/or neglect and agency policies regarding such
- k. <u>Best interest of client</u> staff demonstrate concern for the best interests of clients and empowering clients to help themselves
- I. Non-discrimination Staff do not discriminate (p. 7-8)
- m. Religious identity Staff respect the religious beliefs and values of clients, but do not provide services contrary to Catholic teachings; staff do not proselytize in their interaction with clients
- n. <u>Cultural sensitivity</u> Staff have knowledge of, sensitivity to, and training in the cultures of the persons served; agency has policies when staff violate standards of cultural and racial sensitivity
- o. <u>Conflicts of interest</u> Staff and volunteers avoid conflicts of interest and the agency has policies for disclosing and offsetting potential conflicts of interest.
- p. <u>Standard for service</u> Staff demonstrate a standard of care that is reasonable, prudent and appropriate to the needs of the client
- q. <u>Fees</u> Fees are fair, reasonable, regularly reviewed/adjusted; clients are made aware of fees and consideration given to their ability to pay
- r. <u>Non-involvement of clients in colleague conflicts</u> staff do not discuss conflicts between colleagues with clients
- s. <u>Referrals</u> Staff refer clients and provide comprehensive transition to other providers if needs can best be served through an alternative source.
- t. <u>Termination of Service</u> Staff terminate services when no longer required or cannot be appropriately provided and provide transition to alternatives.

2. Boards/Governance -

- a. <u>Corporate Integrity</u> Implement code of ethics, moral and social teaching of the Church, ascertain currency with relevant state and federal laws, be faithful to agency's purposes, to not use position for private gain, and that agency assets are used for charitable purposes.
- b. <u>Autonomy of Governance Board of Directors</u> Exercise independent judgment free from conflict, prepare for meetings, provide regular evaluations of Executive Director, periodically review/study management compensation, review process for engaging legal, accounting and other professional relationships, review the quality/responsiveness of its programs.
- c. <u>Fiduciary Duty</u> Prepare for meetings, monitor board practices, comply with accreditation and other standards, protect all business opportunities by guarding against personal gain, execute annually a conflict of interest statement, provide a safe/non-retaliatory communication process for employees/volunteers to make known to the Board any practice that appears discriminatory, adhere to the purposes of the agency, monitor joint ventures
- d. <u>Financial Accountability</u> Funds directed to mission, monitor quality of services and accountability of the use of revenues, and provide for regular and easily understood financial reports from management, audits, review of financial practices and review of the financial audit and Form 990.
- e. <u>Relationships to the Corporation</u> Ensure good stewardship of resources, ensure ongoing communication with parishes, accountable to donors

3. CEO/Management Team Responsibilities -

- a. <u>Ethics Leadership</u> Ensure implementation and training of Code of Ethics, model ethical behavior, lead with integrity, ensure respect and openness guide policy development, and prevent/eliminate discrimination.
- b. <u>Organizational Renewal and Development</u> Provide program and regulatory compliance, regular fiscal and program audits, strategic planning, continuous quality improvement, staff development, accreditation, etc.
- c. <u>Staff Competence</u> Provide written job descriptions, annual evaluations, orientation, staff development, and compliance with credentialing bodies
- d. <u>Technology</u> Technology used appropriately, as a means of communication, policies are in place to protect privacy and client confidentiality
- e. <u>Board Communications/Relationships</u> CEO provides pertinent information to the Board: Management communicates openly/honestly
- f. <u>Alternative Sources of Revenue</u> Ensure integrity, values, principles and ethical standards of mission/Catholic identity

4. Staff/Volunteer/Agency Relationships -

- a. Organization's Responsibility to Staff
 - i. Non-discrimination prevent/eliminate discrimination
 - ii. <u>Supervision</u> Dedicated to mission, technical/ethical competencies, keeps abreast of new development, meets with employees regularly, respects confidentiality, clarifies boundaries, ethically and legally responsible for services provided by staff, evaluates staff (fair/objective)
- b. Responsibility of the Supervisor to the Organization/Administration Sharing information that could place staff, clients, etc. at risk or that could seriously impede the mission of the agency.
- c. <u>Mutual Responsibility of Organization and Staff</u> Support and uphold the mission, values and ethics of the agency, participate in staff training and continuing education, using appropriate lines of communication, following through on commitments, being good stewards of agency resources, refrain from dishonesty/fraud, make clear distinctions between personal versus agency beliefs or actions

- d. <u>Colleague Relationships</u> Respect others rights and treat others with respect, fairness, courtesy; collaborate, respect confidences, do not involve a client in a dispute, assist with transfer of and provide appropriate termination process for clients, and address a colleague's impairment or unethical behavior; and do not engage in negative criticism, assume professional responsibility for a client of another agency/colleague without proper communication, and to not solicit clients from others.
- e. <u>Team Relationships</u> Actively participate and contribute, obligations and decision-making process clearly established
- f. Organization's Relationship to Volunteers
 - i. <u>Volunteers</u> Support/uphold the mission, values and ethics, held to the same standards, etc. as paid staff, screened, interviewed and placed in roles which match their skills and abilities, background and reference checked, provide with position description, participate in training, expected not to use their role to receive preferential treatment
 - ii. <u>Agency</u> Articulated plan for volunteers, provide resources, develop a recruitment plan, provide volunteers with a supervisor for ongoing coordination and training, recognize volunteers, conduct exit interviews

5. Social Responsibility -

- a. <u>Mission Engagement</u> Board/Management: adhere to the values of social justice and equipment; Agency: encourages advocacy, engage church community through educational forums, volunteer opportunities, etc.
- b. Staff Participation Encourage staff to promote social justice
- c. <u>Coalition Building</u> Participate in coalitions designed to improve overall conditions and services for clients and vulnerable populations
- d. <u>Disaster Response</u> Agency has a disaster response plan, works with Catholic Charities USA

6. Resource Development/Funders/Investments -

- a. <u>Public and Private Contractors</u> Provides reasonable services for realistic costs, assure contracts are consistent with mission and focused on meeting client needs, ensure contracts allow for just salaries
- b. Foundations/Corporations/Grant Making Bodies Solicit and research funds from a variety of sources that adhere to agency values, disclose potential or actual conflicts of interest, comply with reporting mechanisms, establish written agreement and oversee performance of contracts
- c. <u>Fundraising and Marketing Activities</u> Ensure marketing materials truthfully represent the agency, not exploiting clients, maintain accounting segregation process/ensure funds are used for correct purpose, obtain consent from donor before altering use of restricted funds, give respect/gratitude for all contributions, never disclose confidential information about donors, analyze marketing costs versus dollars raised, to not sacrifice service for marketing, not pay marketing staff on a percentage of funds raised, raise funds legally and ethically.
- d. <u>Investments</u> All investment instruments are screened for consistency with Catholic moral and social teaching

7. Research -

- a. Engage in/collaborate with other knowledgeable/ethical groups in responsible research geared toward CQI of services
- b. Metrics compile statistical data for financial and client activities, establish benchmarks, keep specific information confidential

II.E. Quality Assurance.

To achieve our agency mission, quality is needed within the agency and with the delivery of service.

To assure the agency's quality, a QA process exists. This process collects data about the programs and services, including key aspects, in order to identify trends/patterns of care, evaluate quality and appropriateness, and correct deficiencies and problems. Most employees/volunteers are required, as part of their job, to complete statistics and show outcomes. All statistical information must be completed per departmental and agency deadlines.

II.F. Conflict of Interest.

CSSMV prohibits Board members, staff, volunteers or consultants/contractors (and immediate family) in applying for or receiving agency services (except emergency food assistance and day care) due to compliance with HIPAA and social work/counselor board ethics regulations. Concurrently, to ensure the dignity of and meet regulations, current clients or clients in the past year are not eligible to apply for employment or to volunteer with the agency (excluding pantry/interfaith clients).

No employee, volunteer or consultant/contractor shall engage in any activity that may be construed as a conflict of interest between the agency and the individual, such as –

- Accepting personal fees, gifts or rewards (this does not preclude the acceptance of items or entertainment of nominal or insignificant value that are not related to any particular transaction or activity of CSSMV)
- Payment from or to another provider for referrals
- Diverting agency clients or potential clients to a private practice; however, the private practice can be listed with practitioners in which the agency makes referrals
- Having any direct or indirect financial interest in the assets, leases, business transactions or professional services of the agency
- Competing with CSSMV in any contract/transaction with a third party

Donated items cannot be sold and/or distributed to staff unless that is the purpose for which the items were donated.

II.G. Confidentiality.

Any and all employer business information is confidential and proprietary. This business information includes, but is not limited to, information regarding CSSMV's clients, donors, processes, and information systems. Any breach of this duty of confidentiality could result in discipline, up to and including dismissal or legal action. However it should be noted this policy is not intended to hinder normal business communication but rather have employees be alert of their need for caution.

II.H. Public Relations.

Public relations is fundamentally a matter of meeting our mission statement so that the agency receives the support, recognition and goodwill that it deserves. Good public relations is not only a matter of what is said or written about the agency, but also positive communications with fellow staff, volunteers, clients, visitors, vendors, donors and others in the community. It is a shared responsibility of all staff as our actions and attitudes have a major impact on opinions, which others form.

The Director of Marketing and Development is responsible for developing, directing and maintaining specific public relations programs within the agency, including, but not limited to, media requests, gifts, donations, newsletters, flyers, official materials, and public relations activities. Staff should work with their supervisors or appropriate Directors regarding Public Relations activities, who will, in turn, notify the Director of Marketing and Development.

All public relations concerns should be directed to the following -

- Dayton Offices employee/volunteer's supervisor, Executive Director, or Director of Marketing and Development
- Northern Counties Director, Northern Counties
- Day Care Center Director

II.H.1. Fund Raising

All fund raising projects related to CSSMV, its programs or use of its name need to be described, presented in writing and approved by the Director of Marketing and Development. Any employee/volunteer designated to collect monies for the agency must follow agency procedures designated for handling of money.

III. RULES AND REGULATIONS

III.A. Sexual and Other Forms of Harassment.

III.A.1. Policy

Catholic Social Services of the Miami Valley (CSSMV) prohibits personnel from engaging in any form of harassment as defined by applicable federal, state, or local law. CSSMV believes that all employees/volunteers have the right to work in an environment free from all forms of discrimination and conduct which are considered harassing, coercive or disruptive, including sexual harassment. The agency's position is that sexual and all other forms of harassment (as defined by federal, state and local law) is unlawful and undermines the integrity of the employment relationship. Improper interference with the ability of our employees/volunteers to perform their expected job duties is not tolerated.

Volunteers may not "friend" or befriend a current or past (within the past two years) client and may only communicate with clients if it is appropriate and for work-related purposes

III.A.2. Comments

With respect to sexual harassment:

- a. CSSMV strictly prohibits verbal or physical conduct by any employee/volunteer or other representative of the agency (including supervisors, fellow employees, colleagues, community representatives, volunteers, etc. with whom they have contact as representatives of the agency), which harasses, disrupts or interferes with another employee/volunteer's work performance or which creates an intimidating, offensive, or hostile work environment.
- b. CSSMV strictly prohibits any supervisor or other representative of the agency from making explicit or implicit submission to sexual advances as a condition of employment, continued employment/volunteering, evaluation, compensation/benefits, promotion or any privilege, term or condition of employment.
- c. CSSMV strictly prohibits retaliation which includes any overt or covert actions of intimidation, discrimination, or harassment because an individual made a report of sexual harassment.
- d. CSSMV strictly prohibits any employee/volunteer (or other representative of the agency) from engaging in sexual harassment in the workplace or while performing agency business, to include, but not limited to:
 - 1. The unwelcome touching of another person;
 - 2. The making of advances or requests for sexual favors;
 - 3. The use of sexually explicit or abusive language;
 - 4. The making of sexually suggestive or graphic remarks about a person or a person's body or clothing; and
 - 5. The display of sexually explicit or suggestive literature, pictures, photographs, or other objects.

With respect to other forms of harassment:

Other forms of harassment that are prohibited include: harassment on the basis of age, gender, sexual orientation, color, race, creed, national origin, ancestry, religious

persuasion, marital status, military status, political belief, physical or mental disability, pregnancy, military or veteran status.

III.A.3. Reporting

- There will be no adverse action taken against employees/volunteers who report violations of this policy in good faith or participate in the investigations of such violations.
- Complaints may be given verbally, but must be followed by a written detail of events within 72 hours from the original complaint.
 - Any employee/volunteer who feels he/she has been subject to sexual or any other form of harassment has the responsibility and is OBLIGATED to report such actions as soon as possible to his/her immediate supervisor.
 - If the employee/volunteer's complaint involves the supervisor or the employee/volunteer feels the harassment situation has not been handled appropriately or promptly, he/she is obligated to discuss the issue with his/her Director.
 - o If the employee/volunteer feels his/her Director has not handled the situation appropriately or in a timely manner, then the employee/volunteer may approach the Executive Director directly. If this occurs, the incident <u>must be in writing</u> at the time of the complaint.

III.A.4. Investigation

- All complaints of sexual and all other forms of harassment shall be investigated as confidentially as possible.
 - Human Resources shall investigate all complaints of Sexual or other forms of harassment immediately.
 - Human Resources (or the employee/volunteer's supervisor, if appropriate) will notify all parties involved in such investigations the outcome.

III.A.5. Discipline

- Any employee/volunteer who is determined, following a thorough investigation, to have engaged in the harassment of any other person while on agency property or while performing agency work will be disciplined, up to and including termination.
 - The Executive Director shall make the determination of discipline.
- Employees/Volunteers will also be subject to discipline, up to and including termination, for registering a complaint that is discovered to be <u>malicious and knowingly</u> false. A complaint is neither malicious nor knowingly false simply because the allegations are not sufficiently corroborated
 - The Executive Director shall make the determination of discipline.

III.B. Communications.

III.B.1. Policy

Catholic Social Services of the Miami Valley provides multiple means of communication to staff and volunteers for work-related purposes, including but not limited to landline phones, tablets, laptops and computers, including the internet and mobile hotspots. As a condition of providing these communication means to its employees/volunteers, CSSMV encourages employee/volunteers use of such to communicate with fellow employees, agency stakeholders and clients regarding matters within an employee's/volunteer's assigned duties and/or to acquire information related to, or designed to facilitate the performance of regular assigned duties. Employees/volunteers are responsible for exercising good judgment regarding the reasonableness of personal use; but before using any agency equipment for personal use, you must discuss such with your supervisor. Agency approval is not required, however, for occasional personal use of computers or the internet, so long as the content is appropriate, the use is minimal, and it does not interfere with work performance. Employees/volunteers should obtain approval from their supervisor prior to using any agency provided mobile devices, outside of preapproved work hours and must follow proper sign in/sign out and usage procedures and policies.

Effective security is a team effort involving the participation and support of every CSSMV employee and affiliate who deals with information and/or information systems.

III.B.2. Telephone

Excessive use of the telephone for personal calls is not in the best interest of CSSMV. Time spent on local personal calls should be kept to a minimum and limited to emergencies or important matters.

Requests for special handling of personal calls will not be accepted. For facilities with voice mail, personal calls will be directed to the employee's (volunteer's, if applicable) voicemail box. The voicemail system is the property of CSSMV.

If employees/volunteers must make long distance telephone calls, they must provide written notification to the Accounting Manager, unless provided a personal long distance code. Personal long distance calls are not acceptable for volunteers.

Due to safety issues and professionalism, employees/volunteers who are monitoring children are not permitted to use their cell phone in the classroom or area in which they are monitoring the children.

III.B.3. Internet/e-mail/electronically stored information.

Electronic systems, including but not limited to computer equipment, software, servers, files, operating systems, storage media, network accounts providing e-mail, worldwide web browsing and file transfer protocol are the property of CSSMV. These systems are to be used for purposes in serving the interests of the agency and/or funding source and of our clients in the course of normal operations.

III.B.4. Security of information on phones and computers

- a. While CSSMV's network and phone administrators desire to provide a reasonable level of privacy, users should be aware that the data they create on the agency's systems and phones remains the property of CSSMV. Because of the need to protect CSSMV's property, management cannot guarantee the personal confidentiality of information stored on any device belonging to CSSMV and/or funding source. CSSMV reserves the right to access its systems, devices, and phones at any time and for any reason.
- b. Users are restricted from downloading and storing any sensitive data or agencyowned software on user-owned devices and on employer-owned devices without permission of the network administrator.
- c. For security and network maintenance purposes, authorized individuals within CSSMV may monitor equipment, phones, systems and network traffic at any time. CSSMV also reserves the right to audit networks and systems on a periodic basis.
 - a. Due to costs associated with data usage over mobile networks, users should be aware of data usage limitation on equipment. CSSMV may monitor mobile devices including but not limited to hotspots to ensure appropriateness of use and specified data plans.
- d. Users should take all necessary steps to prevent unauthorized access to confidential information. Users should only access sensitive data over secured networks, such as a private landline network, protected wireless network, or an agency owned and protected mobile hotspot.
- e. Upon noticing concern, users must immediately report lost or stolen devices to their direct supervisor.
- f. Users should keep passwords secure and not share accounts, unless another user has a legitimate business need to know.
- g. All computer equipment should be secured with a password-protected screensaver or by logging off when the computer will be unattended.
- h. All agency computers shall be continually executing approved virus-scanning software with a current virus database.
- i. Users must not waste or damage phone and/or computer resources and must use extreme caution when opening e-mail attachments and/or texts, especially those received from unknown senders, which may contain viruses or use large amounts of space (such as graphics).
 - a. Upon noticing concern, users must immediately report damaged or malfunctioning equipment to their direct supervisor.
- j. In some program areas, policy allows for using electronic sources to communicate with clients, as permitted by the supervisor. Users must complete an Agreement and Understanding of Electronic Communications with their client prior to using email, computers, phones, or other electronic sources of communication. Please consult with the specific program manager regarding program specific policies.

III.B.5. Compliance with Applicable Laws/Unacceptable Use

Users must comply with all software licenses, copyrights, and all other laws governing intellectual property, online activity, and phones, including texting.

The list below is by no means exhaustive, but attempts to provide a framework for activities, which fall into the category of unacceptable use.

 Viewing or causing others to view content that could violate equal opportunity or discrimination laws (e.g. viewing Web pages or sending e-mail or text messages of a sexual nature or containing racial, ethnic or other slurs).

- Sending, receiving, printing or otherwise disseminating confidential information regarding the agency or clients in violation of agency policies.
- Breaking into the system or unauthorized use of a password/mailbox.
- Using agency property for personal use, which interferes with the user's productivity
 or work performance (such as playing games on the computer), or with any other
 user's productivity or work performance.
- In order to maintain the highest level of ethics, staff/volunteers may not "friend" a current or past (within the past two years) client on social networking sites, such as Facebook or Linked In.
- Any abusive, profane, offensive language or harassment is prohibited on CSSMV resources.
- Using mobile devices while driving or operating a motor vehicle.
- Each person will be held responsible for all content they place in CSSMV e-mail or internet systems. If you have questions on proper usage of such equipment, contact the HR or IT department.

III.B.6. Additional information regarding social networking sites

The agency may use social networking sites in order to communicate (one-way) with friends of the agency who are "opting-in" to follow CSSMV. CSSMV plans to leverage some social networking sites, including Facebook, Twitter, and Flickr. All posts ideas are placed on these social networking sites via assigned Development staff

The agency understands that personal use of social media can be a fun and rewarding way to share your life and opinions with family, friends and co-workers around the world. However, use of social media also presents certain risks and carries with it certain responsibilities. To assist you in making responsible decisions, we have established these guidelines for appropriate use of social media.

Know and follow all the rules

Carefully read these guidelines in conjunction with other policies—for example, policies concerning discrimination and harassment— and ensure that your postings are consistent with these policies. Inappropriate postings that may include discriminatory remarks, harassment, and threats of violence or similar inappropriate or unlawful conduct will not be tolerated and may subject you to disciplinary action up to and including

Be respectful

Always be fair and courteous to fellow employees, customers, members, suppliers or people who work on behalf of CSSMV. Also, keep in mind that you are more likely to resolve work-related complaints by speaking directly with your co-workers or by utilizing our internal grievance procedure than by posting complaints to a social media outlet. Nevertheless, if you decide to post complaints or criticism, avoid using statements, photographs, video or audio that reasonably could be viewed as malicious, obscene, threatening or intimidating, that disparage customers, members, employees or suppliers, or that might constitute harassment or bullying. Examples of such conduct might include offensive posts meant to intentionally harm someone's reputation or posts that could contribute to a hostile work environment on the basis of race, sex, disability, religion or any other status protected by law or company policy.

Be honest and accurate

Make sure you are always honest and accurate when posting information or news, and if you make a mistake, correct it quickly. Be open about any previous posts you have altered. Remember that the Internet archives almost everything; therefore, even deleted postings can be searched. Never post any information or rumors that you know to be false about CSSMV fellow employees, members, customers, suppliers, people working on behalf of CSSMV or its competitors.

Protect proprietary information and post only on your own behalf

- Maintain the confidentiality of protected CSSMV business and client
- Do not create a link from your blog, website or other social networking site to a CSSMV website without identifying yourself as a CSSMV employee.
- Express only your personal opinions. Never represent yourself as a spokesperson for CSSMV. If CSSMV is a subject of the content you are creating, be clear and open about the fact that you are an employee and make it clear that your views do not represent those of CSSMV, fellow employees, members, customers, suppliers or people working on behalf of CSSMV. If you do publish a blog or post online related to the work you do or subjects associated with CSSMV, make it clear that you are not speaking on behalf of CSSMV. It is best to include a disclaimer such as "The postings on this site are my own and do not necessarily reflect the views of CSSMV."

Keep social media use at work limited

 Refrain from using social media while on work time or on equipment we provide, unless it is work-related as authorized by your manager or consistent with the Company Equipment Policy. Do not use CSSMV email addresses to register on social networks, blogs or other online tools utilized for personal use.

Retaliation is prohibited

 CSSMV prohibits taking negative action against any employee/volunteer for reporting a possible deviation from this policy or for cooperating in an investigation. Any employee/volunteer who retaliates against another employee/volunteer for reporting a possible deviation from this policy or for cooperating in an investigation will be subject to disciplinary action, up to and including termination.

III.B.7. Violation of Policy

Employees/volunteers who violate these policies may be subject to disciplinary action, up to and including termination.

III.C. Smoking.

Smoking is prohibited in all buildings, including any entrance areas, as well as in all CSSMV vehicles. Persons may not smoke adjacent to areas where persons are likely to encounter second-hand smoke, including smoking by windows or doors. Violations may be reported to a supervisor and, lack of enforcement by our agency may be reported to 1-866-559-OHIO (6446).

III.D. Dress Policy.

CSSMV expects employees/volunteers to dress in a respectful, modest and professional manner, appropriate for their position. CSSMV is aware that fashions change frequently and expects all employees/volunteers to use their best judgment in the selection of position-appropriate attire.

Employees/volunteers violating the above policy will be counseled by their supervisor and asked to return home and change clothes.

III.E. Housekeeping.

The public areas of agency facilities are to convey a good business impression. It is the responsibility of all employee/volunteers to assist in maintaining the agency's public areas (lobby, kitchen, dining area, conference rooms, hallways, etc.) in a clean and neat appearance at all times. This includes disposing of cups, cans, paper and other debris when leaving public areas and assisting with picking up other debris, which may appear in public areas.

Individual employee/volunteer work areas are to be maintained in a professional environment.

III.F. Solicitation.

No solicitation of any kind will be tolerated on CSSMV property, whenever employees/volunteers are on-duty, or by use of any CSSMV communication devices such as telephones or computer systems. Exceptions may be made only with prior permission from a member of the Executive Staff.

III.G. Drug and Alcohol-Free Workplace.

III.G.1. Policy

CSSMV recognizes that the use/misuse of alcohol and/or drugs by employees/volunteers can have detrimental effects, including, but not limited to: increased absenteeism; low morale; reduction in quality of work performed; lost productivity; and the endangerment of self and others by the use of unsafe work practices.

CSSMV, therefore, strictly prohibits the following during working time, on agency premises or in agency vehicles –

- The use or participation in the possession, purchase, dissemination, distribution, delivery, receipt of, knowing transportation of, manufacturing of, or being under the influence of illegal drugs and/or being under the influence of alcohol and/or unauthorized or improper use of prescription medicine.
- The use of any legally obtained controlled substances or drugs by employees/volunteers to the extent that such use may affect the performance/safety of employees/volunteers, their co-workers, clients, or members of the public. Employees/volunteers who feel or have been informed that the use of a legal drug may present a safety risk should report such drug use to their supervisors.

III.G.2. Reasonable Suspicion.

Any employee (including volunteers) whose behavior, work performance, body odor, etc. suggests the influence of substances covered by this policy may be subject to a drug and/or alcohol test. Any employee/volunteer refusing to submit to a drug and/or alcohol test or who undergoes testing and the tests confirm the presence of alcohol and/or drugs in the employee's/volunteer's system will be disciplined, up to and including immediate termination.

In the event of a suspected violation of this policy, the agency reserves the right to inspect agency property at any time without prior notice. This property includes, but is not limited to, work stations, offices, desks, lockers, filing cabinets, and computers. The agency also has the authority, upon *reasonable cause*, to search individual packages, briefcases, purses, pockets, or any other item brought onto agency premises.

Nothing within this policy is intended to restrict the employer's rights in any manner. All employees/volunteers are employed at-will and may be terminated at any time, for any reason, with or without notice.

III.H. Right to Search.

CSSMV reserves the right to search and request access to any agency property at any time without prior notice. This property includes, but is not limited to, work stations, offices, desks, lockers, filing cabinets, and computers. The agency also has the authority, upon reasonable cause, to search individual packages, briefcases, purses, pockets, or any other item brought onto agency premises.

III.I. Violence in the Workplace.

III.I.1. Policy

The safety and security of CSSMV's employees/volunteers, clients, vendors, and the general public are of vital importance. Therefore, it is the policy of Catholic Social Services of the Miami Valley to maintain a workplace free from violence or threat of violence (actual or perceived), as much as we are so able.

Categories of workplace violence may include domestic related (spouse, girlfriend/boyfriend), co-workers, clients, and/or strangers. The "workplace" may be any location either permanent or temporary where an employee/volunteer performs any work-related duty, including but not limited to offices, parking lots, break rooms, client homes, and public areas, such as restrooms and lobbies.

III.I.2. Prohibited Acts

Prohibited acts may include physical or psychological acts that are not limited to -

- Any act or threat of violence made by an employee/volunteer, client, vendor, or the general public against another, including, but not limited to –
 - Intimidation, harassment, or coercion, hitting or shoving
 - Making harassing or threatening telephone calls or sending harassing or threatening letters or other forms of written or electronic communications
- Any act or threat of violence to endanger the safety of employees/volunteers, clients, vendors, or the general public or their family and/or friends, including the willful, malicious and repeated following of another person ("stalking")
- Any act or threat of violence made directly/indirectly by words, gestures, or symbols
- Use or possession of a weapon on CSSMV's premises
- The intentional destruction or threat or destruction of property
- Committing injurious acts motivated by, or related to, domestic violence, sexual or other forms of harassment, alcohol and/or drugs
- Violation of a restraining order

III.I.3. Reporting, Investigating and Discipline

Employees/volunteers should use the same reporting rules as applies to sexual and other forms of harassment (III.A.), as well as completing an Incident Report. Investigations and Discipline will also be applied, as is explained in the harassment policy (III.A.).

III.J. Workplace Accident and Safety.

Employees and volunteers are responsible for notifying their supervisors immediately after any illness or injury, completing an incident report giving as many details regarding the cause of the illness or injury in as much detail as possible. All injuries, no matter how minor, must be reported immediately. This includes "near misses" where no actual injury occurs.

It is the objective of CSSMV to provide all employees, volunteers, and clients a safe environment. This requires all parties to perform tasks related to CSSMV in a safe manner, adhering to all of the safety rules posted on-site, discussed in your program and included in the safety handbook. Any unsafe situations or unsafe conduct by others must be reported to a supervisor immediately upon discovery. Failure to cooperate with safety efforts may result in disciplinary action being taken.

For more information regarding this topic, please review the agency safety handbook.

III.K. Emergency Closing Plan.

CSSMV may institute delays in opening times, early closings or complete closings in the case of inclement weather or other emergency conditions. Employees/volunteers will be notified of emergency closings in whatever manner is most suited for the day, including notification on agency phones, notification via local TV stations, or by supervisors calling the employees/volunteers. The Dayton office emergency voice mail line is 937-223-7217 x4299.

III.L. Reporting Criminal Offenses.

Because of the nature of the services provided by CSSMV, many different laws govern the agency. These laws govern which crimes disqualify employees/volunteers to work for the agency and may vary according to the clients served in the employee/volunteer's particular position (i.e. elderly, children, etc.).

Therefore, employees/volunteers are required to notify the agency within 24 hours of any charge or conviction of any criminal offense brought against him/her. Failure to notify the agency of any charge or criminal conviction shall result in the employee/volunteer's immediate termination from employment. Furthermore, a conviction of a disqualifier crime while in the employ of the agency shall be cause for immediate termination.

III.M. Whistle Blowers Protections.

Reporting unethical/illegal behavior

The Sarbanes-Oxley Act of 2002 (also known as the whistleblower provision) provides that a confidential mechanism be put into place for employees/volunteers to report unethical/illegal behavior without fear of retaliation. A whistleblower, as defined by this policy, is an employee/volunteer of CSSMV who reports an activity that s/he considers to be illegal or dishonest. Examples of illegal or dishonest activities are violation of federal, state or local laws, billing for services not performed, and other fraudulent financial reporting.

Reporting Responsibility

It is the responsibility of all directors, officers, employees/volunteers to report ethics violations or suspected violations in accordance with this Whistleblower Policy.

No Retaliation

No director, officer, employee/volunteer who in good faith reports an ethics violation shall suffer harassment, retaliation or adverse employment consequence. An employee/volunteer who retaliates against someone who has reported a violation in good faith is subject to discipline up to and including termination of employment. This Whistleblower Policy is intended to encourage and enable employees/volunteers and others to raise serious concerns within CSSMV prior to seeking resolution outside the agency.

Reporting Violations

CSSMV has an open door policy and suggests that employees/volunteers share their questions, concerns, suggestions or complaints with someone who can address them properly. In most cases, an employee/volunteer's supervisor is in the best position to address an area of concern. However, if you are not comfortable speaking with your supervisor or you are not satisfied with your supervisor's response, you are encouraged to speak with the Human Resources Manager or anyone in management whom you are comfortable in approaching. Supervisors and managers are required to report suspected ethics violations to the CSSMV Compliance Officer, who has specific and exclusive responsibility to investigate all reported violations. For suspected fraud, or when you are not satisfied or uncomfortable with following CSSMV's open door policy, individuals should contact CSSMV's Compliance Officer directly.

Compliance Officer

The CSSMV Compliance Officer is responsible for investigating and resolving all reported complaints and allegations concerning violations and, at his/her discretion, shall advise the Executive Director and/or the audit committee. The Compliance Officer has direct access to the audit committee of the board of directors and is required to report to the audit committee at least annually on compliance activity. The CSSMV Compliance Officer is the chair of the audit committee.

Accounting and Auditing Matters

The audit committee of the board of directors shall address all reported concerns or complaints regarding corporate accounting practices, internal controls or auditing. The Compliance Officer shall immediately notify the audit committee of any such complaint and work with the committee until the matter is resolved.

Acting in Good Faith

Anyone filing a complaint concerning a violation or suspected violation must be acting in good faith and have reasonable grounds for believing the information disclosed indicates a violation. Any allegations that prove not to be substantiated and which prove to have been made maliciously/knowingly false will be viewed as a serious disciplinary offense.

Confidentiality

Violations or suspected violations may be submitted on a confidential basis by the complainant or may be submitted anonymously. Reports of violations or suspected violations will be kept confidential to the extent possible, consistent with the need to conduct an adequate investigation.

Handling of Reported Violations

The Compliance Officer will notify the sender and acknowledge receipt of the reported violation or suspected violation within five business days. All reports will be promptly investigated and appropriate corrective action will be taken if warranted by the investigation.

Compliance Officer (Member of Audit Committee) – Please contact Executive Assistant, 937-223-7217 x1107

CSSMV Management Staff – Director of Finance/Administration, 937-223-7217 x1111 **CSSMV Human Resources Manager** – 937-223-7217 x1146

III.N. **Agency Transportation.**

III.N.1. Agency Vehicles

Agency vehicles are only to be used for agency business. All drivers of agency vehicles must have a valid Ohio driver's license and obey the state and local laws and regulations on the use and restrictions of the vehicle, including number of passengers.

All drivers are to notify their supervisors on any unsafe or potentially unsafe conditions concerning the agency vehicle.

III.N.2. Client Transportation/Validation of Driving Records

All drivers (whether a CSSMV employee, volunteer or an agency contractor) of agency vehicles and/or of own personal vehicles for agency business (all individuals eligible to request agency reimbursement for local mileage driven for CSSMV related business) must ANNUALLY provide a copy of their current valid Ohio driver's license and proof of automobile liability insurance coverage to the following individual -

Day Care Center - Director, Day Care

Northern Counties - Supervisor via annual evaluation

Dayton (except Day Care) - Human Resources

Also annually, all drivers, who transport clients for CSSMV, must have their vehicle inspected for general operational safety and have to complete a State of Ohio BMV form, which will allow the agency to obtain the current status of each driver's record.

New employees/volunteers are required to present the above information upon hire.

Throughout the year, it is the responsibility of all the drivers identified above to notify the agency when there is a change in status of their driver's license or liability insurance coverage.

Additionally, all employees/volunteers who transport clients must safely maintain and operate their vehicle within state and local laws and regulations.

All drivers, transporting clients, are required to:

- Use age-appropriate passenger restraint systems
- Provide adequate passenger supervision, as mandated by statute or regulation
- Safely maintain and operate vehicle within state and local laws and regulations
- Have a current registration of vehicle and proper insurance for vehicle and passengers

III.O. Conduct and Work Rules.

We are proud of the reputation of our agency and have high expectations regarding appropriate conduct at our facilities. As with our employees, volunteers are responsible for not breaching the work rules listed below (this list is not all-inclusive) -

- 1. Breach of agency policy/policies, including conviction of a crime which disgualifies employee/volunteer from working with client population
- 2. Possession, use, manufacturing, distribution or sale of an illegal drug(s)

- Reporting for work while under the influence of alcohol or an illegal drug or in an unsafe or impaired condition
- 4. Possession of a weapon(s) while on agency premises or while on duty
- 5. Breach of security regulations
- 6. Fighting or attempting to injure another person while on agency premises or while on duty
- 7. Engaging in inappropriate and/or unsafe horseplay
- 8. Engaging in sexual or any other form of illegal harassment or violating the agency's EEO Policy
- 9. Insubordination (e.g. refusal to promptly obey a lawful work instruction or job assignment from a supervisor or manager)
- 10. Dishonesty, including falsification or tampering with agency records (e.g. timesheets, application, payroll, insurance, personnel records, petty cash, reports, or documents)
- 11. Absenteeism and tardiness, including three consecutive days of absence without calling the agency/office
- 12. Destruction, theft, or unauthorized removal of agency property or property of another person
- 13. Sleeping or dozing on the job
- 14. Improper language and immoral, indecent, or disorderly conduct
- 15. Threatening, intimidating, coercing, or interfering with any person on agency premises or disrupting the workplace at any time
- 16. Willful abuse, misuse, or deliberate destruction or interference with agency property, tools, equipment or information databases at any time
- 17. Smoking in non-smoking areas
- 18. Outside employment or activities which impose a conflict of interest
- 19. Making knowingly false, vicious, or malicious statements concerning any employee/volunteer, the agency, and its products, clients, and suppliers
- 20. Creating or contributing to unsanitary conditions or poor housekeeping
- 21. Willful, deliberate, or continued violation of, or disregard of, work rules and common safety practices
- 22. Discussing any confidential matters with anyone outside the agency or with an unauthorized agency employee/volunteer
- 23. Unsatisfactory performance (including such items as poor client service, client relations and/or poor quality of work) or abuse/neglect of client
- 24. Misuse of agency vehicles, using agency vehicles for other than agency business, placing clients, volunteers, co-workers, etc. at-risk, or disobeying driving laws
- 25. Proselytizing and evangelism

Each employee/volunteer is responsible for knowing the rules of expected conduct, as well as the procedures outlined in this handbook. Any questions about the application of rules or discipline received should be discussed with the employee/volunteer's immediate supervisor or the Volunteer Coordinator.

IV. CLIENT POLICIES

IV.A. Client Confidentiality.

All CSSMV employees and volunteers shall provide services in a confidential manner in accordance with state and federal laws and professional codes of ethics. Information about clients of CSSMV shall be held in confidence and, except under extraordinary circumstances, shall not be revealed or released without the client's permission.

IV.A.1. Disclosure without prior consent -

Information about the client may not be given verbally or in writing to any unauthorized person inside of outside of CSSMV without the client's informed oral or written consent, except under the following circumstances.

- Information may be shared verbally, without client consent, between and among CSSMV personnel who have a need for the information in connection with their duties in servicing the client. This includes students and volunteers who have been oriented in the program's confidentiality policy.
- 2. The information may be given without consent if there is a bona fide need because of a life-threatening emergency. When this type of transaction occurs, it must be documented in the service record and must include all of the information contained on a release of information form plus the time and date the disclosure was made.
- 3. Disclosure may be made without obtaining consent or a properly identified recipient when there are compelling circumstances which pose a threat of imminent harm to the health and safety of the client or another individual and time is of the essence (e.g. a serious threat of suicide or homicide). This type of transaction must be documented the same as #2 above.
- 4. The service record must be released when there is a court order signed by a judge. The court order shall become a part of the record.

(Note: The immediate supervisor is to be informed when situations 2, 3, and 4 above occur.

IV.A.2. Unauthorized Inquiries -

PUBLIC INQUIRES—Requests for information about clients from public agencies of services such as the police, sheriff's department, county jail, and news media shall be referred to the immediate supervisor and/or counselor.

INQUIRIES FROM FAMILY & FRIENDS OF CLIENTS—These inquiries shall be referred to the practitioner, intake worker, or immediate supervisor who shall positively identify the caller and verify the need of the caller to have the information sought.

IV.A.3. Signed Authorization for Disclosure –

Oral or written disclosure of clinical and personal information about a client required prior informed signed consent of the client of the parent/legal guardian where applicable.

Informed signed consent means that, before signing, the client (or parent /legal guardian) is informed and understands the following –

- 1. The extent and nature of the information to be disclosed.
- 2. Person and/or organization to whom the information is to be given.
- 3. The purpose or need for the disclosure and, if known, the benefits and disadvantages of releasing the information.
- 4. The date on which the consent will expire (automatically 90 days if no time is specified)
- 5. That the consent may be revoked at any time.
- 6. That the receiver is bound by confidentiality and may not re-release the information without further signed authorization of the client.

The client shall give formal written consent by signing the Authorization for Release of Information form containing all of the above details. The client's signing shall be witnessed by the staff person obtaining the consent.

IV.A.4. Breaking Confidentiality by Legal Mandate –

Ohio law requires that certain information must be reported with, or without, authorization from the client. The practitioner shall notify the immediate supervisor prior to release.

Informed signed consent means that, before signing, the client (or parent /legal guardian) is informed and understands the following

- Anyone having knowledge of, or reasonable suspicion of, the existence of child abuse or neglect must be immediately report such information as required by Ohio Revised Code 2151.421.
- 2. Any know facts concerning violent death, suicide, casualty, or criminal act must be reported to the appropriate authorities by any persons with such knowledge as required by Ohio Revised Code 313.11.

IV.A.5. Authorized Access to Records -

Client records shall be made available without client consent to authorized personnel for these purposes –

- 1. Management or financial audits.
- 2. Program evaluation. Those outside the agency will receive statistical information only.
- 3. Quality assurance activities.
- 4. Program research. Some federal research requires client consent. If the client is directly involved, there should be informed consent, including information regarding purpose. Service is still available regardless of decision on consent. The following activities may not directly or indirectly disclose client identity in any manner without consent
 - a. Licensing and accrediting surveys
 - b. Title XX, Medicaid, and Medicare surveys or audits
 - c. Billing data collection

IV.A.6. Court-Ordered Release of Records -

When a record is subpoenaed by a court order signed by a judge, the appropriate secretary or an appointed staff person will hand carry the record to court and will release the record only to the judge or his/her designated representative, will remain with the record until access is completed, then will hand carry the record back to the center.

IV.A.7. Privileged Communication -

In the State of Ohio, licensed physicians, psychologists and school psychologists are granted privileged communication or the right not to divulge information about their clients in a legal proceeding. However, a judge can override this statutory privilege.

If a clinician is subpoenaed into court, the immediate supervisor should be notified immediately.

The clinical record should never be taken into the court proceedings unless subpoenaed, and only the information specifically requested should revealed

IV.A.8. Audio and/or Visual Recording -

Audio and/or visual recording of clients is done only for diagnostic, therapeutic or training purposes at CSSMV. This is only done with the client's full knowledge and written permission or the recording and his/her approval.

IV.A.9. Alcohol and Drug Services Client Confidentiality -

Catholic Social Services of the Miami Valley maintains a clear and direct policy that, in accordance with the Ohio Administrative Code 3793:2-1-06 (D), program staff shall not convey to any person outside of the program that a client attends or receives services from the program or disclose any information identifying a client as an alcohol or other drugs services client unless the client consents in writing for the release of information, the disclosure is allowed by a court order, or the disclosure is made to a qualified personnel for a medical emergency, research, audit or program evaluation purpose.

However, federal laws and regulations do not protect any threat to commit a crime, any information about a crime committed by a client either at the program or against any person who works for the program.

Similarly, it is understood that federal laws and regulations do not protect any information related to suspected child abuse or neglect from being reported under state laws to appropriate state or local authorities.

IV.B. Client/Volunteer Incident Reporting.

All incidents or accidents that pose a danger to the health, safety and physical or emotional well being of persons served shall be reported on the accident/incident report form within the day of occurrence. That report shall be submitted to the appropriate Program Manager with copies to the Director of Finance and Administration, the Director of Social Services (or Day Care or Northern Counties, whichever applies) and the Executive Director. Danger to health and safety refers to danger or threat to physical and emotional well-being. The document shall give details as to the incident including the injury or threat, the cause and occurrence of events. A copy of all major unusual events involving mental health services shall be reported to the community mental health board within twenty-four hours of the event. All major unusual incidents and corresponding corrective actions, as needed, are monitored and reviewed monthly, with special attention to pattern and trends. Quarterly and annual summaries are reported to appropriate committees as defined in the agency's Quality Improvement Plan.

IV.C. Client Rights (including Grievance Procedure).

CSSMV wants to protect and enhance the rights of persons, regardless of age, applying for or receiving mental health or other agency services by establishing specific rights of clients and procedures for responsive and impartial resolution of client grievances. These rights assurances apply to children as well as adults.

Additionally, a client has the right to file a complaint if they believe that one of their rights has been violated in regards to being denied service by CSSMV, the manner or quality of service rendered to them by CSSMV, theft or damage of property, or personal injury while receiving service from CSSMV.

The provisions of this rule are applicable to each contract agency and community mental health record.

IV.C.1. Definitions -

- 1. Client an individual applying for or receiving mental health services from a board or mental health agency.
- Client Rights Officer the individual designated by a mental health agency or board with responsibility for assuring compliance with the client rights and grievance procedure rule as implemented within each agency or board (i.e. Client Rights Officer).
- 3. Contract Agency a public or private service provider with which a community mental health board enters into a contract for the delivery of mental health services. A board, which is itself providing mental health service is subject to the same requirements and standards, which are applicable to contract agencies, as specified in Rule 5122:2-1-05 of the Administrative Code.
- 4. Grievance a written complaint initiated either verbally or in writing by a client or by any other person or agency on behalf of a client regarding denial or abuse of any client's right.
- Mental Health Services any of the services, programs, or activities named and defined in Rule 5122:2-1-01 of the <u>Administrative Code</u>. Mental health services include both direct client services and community services. Direct client services are listed and defined in paragraphs (D) (11) to (D) (15) of Rule 5122:2-1-01 of the Administrative Code.

IV.C.2. Client Rights -

Confidentiality

As a client enters treatment, a client record is started which includes information about personal history, service plan and progress. This information is shared only with those involved in the client's treatment plan. The client must provide written consent for anyone outside our agency, including husband/wife, friend or family member, to have access to his/her record or what was discussed in the client's sessions. However, Catholic Social Services may release information without a client's consent when a court order is received, if there is an emergency or life-threatening situation, if there is evidence to suggest child abuse, or otherwise required by law. Records may be examined by auditors and evaluators to assure quality of services or to substantiate claims for payment (e.g., insurance, Medicaid)

All client records are kept in locked files and are seen only by authorized staff with the above exceptions. A client may request to see his/her client record or have a copy of it. A professional staff member will review it with the client.

In compliance with Ohio Administrative Code Section 5122:2-1-01 and 5101:2-5-13, the Council on Accreditation, and other oversight and credentialing bodies, each client, as a recipient of services from Catholic Social Service of the Miami Valley, have the following rights

- The right to be treated with consideration and respect for personal dignity, autonomy, and privacy;
- The right to service in a humane setting, which is the least restrictive feasible as defined in the treatment plan;
- c. The right to be informed of one's own condition, or proposed or current services, treatment of therapies, and of the alternatives;
- d. The right to consent to or refuse any service upon full explanation of the expected consequences of such consent or refusal. A parent or legal guardian may consent to or refuse any service, treatment or therapy on behalf of a minor client;
- e. The right to a current, written, individualized service plan that addressed one's own mental health, physical health, social and economic needs, and that specifies the provision of appropriate and adequate services, as available, either directly or by referral;
- f. The right to active and informed participation in the establishment, periodic review and reassessment of the service plan;
- g. The right to participate in any appropriate and available agency service, regardless of refusal of one or more other services unless there is a valid specific necessity which precludes and/or requires the client's participation in other services. This necessity shall be explained to the client and written in the client's current service plan;
- h. The right to be informed of, and refuse any unusual or hazardous treatment procedures;
- i. The right to be advised of and refuse observation by techniques such as one-way vision mirrors, tape recorders, televisions, movies, or photographs.
- j. The right to confidentiality of communications and of all personally identifying information within the limitations and requirements for disclosure of various funding and/or certifying sources, state or federal statues, unless release of information is specifically authorized by the client or parent or legal guardian of a minor client or court-appointed guardian of the person or an adult client in accordance with Rule 5122:2-3-11 of the Administrative Code.
- k. The right to have access to one's own records, unless access to particular identified items of information is specifically restricted for that individual client for clear treatment reasons in the client's treatment plan or for confidentiality of adoptive

placement. "Clear treatment reasons" shall be understood to mean only severe emotional damage to the client such that dangerous or self-injurious behavior is an imminent risk. The person restricting the information shall explain to the client and other persons authorized by the client the factual information about the individual client that necessitates the restriction. The restriction must be renewed at least annually to retain validity. Any person authorized by the client has unrestricted access to all information. Clients shall be informed in writing of agency policies and procedures for viewing or obtaining copies of personal records;

- I. The right to be informed in advance of the reason(s) for discontinuance of service provision, and to be involved in planning for the consequences of that event;
- m. The right to receive an explanation of the reasons for denial of service;
- The right not to be discriminated against in the provision of service on the basis of race, color, creed, sex, national origin, age, sexual orientation, physical and mental handicap, developmental disability; HIV infection, AIDS related complex or AIDS, TB, inability to pay;
- o. The right to know the cost of services;
- p. The right to be fully informed of the basic expectations for use of the organization's services:
- q. The right to be fully informed about the hours in which services are available;
- r. The right to be fully informed of the rules, behavioral expectations, and other factors that could result in discharge or termination;
- s. The right to be fully informed of all rights;
- t. The right to exercise any and all rights without reprisal in any form including continued and uncompromised access to service;
- u. The right to freedom from unnecessary or excessive medication;
- v. The right to freedom from unnecessary restraint, seclusion, or violence (such as striking) against the client, prospective client, client family member or client's significant other from staff;
- w. The right to file a grievance; and
- x. The right to have oral and written instructions for filing a grievance.
- y. The right to request and receive information about program outcome and quality

XII.C.3. Client Rights Procedure -

1. It is the responsibility of the Client Rights Officer to accept and oversee the process of any grievance filed by a client or other person or agency on behalf of the client (with their written consent). The CRO will assist the griever, at the griever's option.

The Client Rights Officer is:

Carolyn Craig
Director of Finance and Administration
922 W. Riverview Ave.
Dayton, Ohio 45402
(937) 223-7217 x1111
Monday-Friday, 8:30 a.m. to 5:00 p.m

The alternate Client Rights Officer is the Executive Director should the CRO be unavailable or the grievance directly involve or present a conflict of interest for the CRO. Complaints of discrimination shall be referred directly to the Director of Finance and Administration, as Acting EEO Officer.

2. All agency staff shall be familiar with the Client Rights Policy. All agency staff shall be trained in the Client Rights Policy at the time of their initial orientation. Staff will be expected to explain any and all aspects of the Client Rights Policy upon client

- request. There shall be evidence in each staff member's personnel file that she/he received a copy of the Client Rights Policy and has agreed to abide by it.
- 3. Copies of the Client Rights Policy and the Grievance Procedure will be posted in all agency waiting rooms. Copies of the Client Rights brochure will be given to all clients at the time of intake. Recipients of information and referral, consultation, mental health education, prevention and training services may receive a copy and explanation of the client rights policy upon request. Clients will sign the Consent for Treatment form attesting to the fact that staff has reviewed their rights with them.
- 4. In case of emergency or crisis, staff will verbally review client rights with the client as pertain to the immediate situation. The client's verbal and written rights will be delayed until the emergency or crisis has passed.
- 5. All documentation concerning client grievances will be kept confidential and in the sole possession of Client Rights Officer. The CRO will maintain records of written client grievances that include a copy of the grievance, documentation of the investigation and resolution of the grievance and a copy of the letter to the client reflecting the resolution of the grievance.
- 6. Any allegation of staff neglect of abuse and the subsequent investigation will be reported by the Executive Director of the ADAMHS Board within 24 hours by FAX and hard copy within 72 hours of the event.
- 7. In situations involving child abuse or adult abuse, any notification required by law will be made to the appropriate authorities.

IV.C.4. Client Grievance Procedure -

- 1. A grievance is any question of controversy between the Agency and clients, constituents or other agencies involving
 - a. Any claim that quality of care has been deficient;
 - b. Any claim that administrative practices have caused undo stress;
 - c. Any claim that CSS has unlawfully discriminated against a client on the basis of race, ethnicity, age, color, religion, sex, national origin, sexual orientation, handicap, developmental disability, inability to pay or HIV infection, AIDS related complex, AIDS or TB;
 - d. Any denial or abuse of client's rights.
- 2. Clients, constituents and other agencies shall be made aware of their rights to grieve.
 - a. Clients will receive, upon intake, a brochure outlining their rights.
 - b. Copy of CSS Grievance Procedures will be posted in a place accessible to clients at each program site where services are provided. A copy of the Grievance Procedure will be made available upon request.
 - c. A notice will be posted in each service unit identifying the Agency Client Rights Officer and how to access him/her.
 - d. A procedure for resolving differences shall be included in all inter-agency agreements.
 - e. All agency staff shall be familiar with Client Grievance Procedures and be able to assist clients as needed in filing a grievance. Staff will be expected to explain any and all aspects of the Grievance Procedure upon client request. All agency staff shall be trained in the Grievance Procedures at the time of their initial orientation. There shall be evidence in each staff member's personnel file that she/he received a copy of the Grievance Procedures and has agreed to abide by it.

- 3. To have a client grievance addressed, clients must follow the step-wise process outlined below
 - normally express concerns/complaints to their a. Clients will counselor/social worker and/or supervisor involved in working with them, who will attempt to resolve the problem. If a satisfactory resolution is not reached, the client must present the grievance in writing to the Client Rights Officer. The grievance must be dated and signed. The grievance should include the date/ time, description and names of individuals involved in the incident/situation being grieved. A client may appoint a representative to designee who can act on the client's behalf and proof of authorized written consent and release of information from the client, or the Client Rights Officer may represent the grievant.
 - b. The Client Rights Officer shall meet with the client, or authorized griever, within five (5) working days of the receipt of the written grievance. The Client Rights Officer shall attempt to achieve satisfactory resolution of the grievance within five (5) working days of the initial meeting with the client, or authorized griever.
 - c. If the Client Rights Officer does not achieve resolution of the grievance, the client may present the written grievance to the Executive Director who will investigate the grievance. Based upon the investigation the Executive Director will advise the grievant of his/her decision within (5) working days of receiving the grievance.
 - d. The entire grievance procedure is not to exceed twenty (20) days. All resolutions will be presented to the client in writing.
 - e. If the griever is still dissatisfied, he/she will be informed of their option to initiate a grievance with any one of the following agencies, including but are not limited to-

Advocacy & Clients Rights Officer Alcohol, Drug Abuse & Mental Health Services Board of Montgomery County 409 E. Monument Ave. Dayton, Ohio 45402 (937) 443-0416

> Client Advocacy Coordinator Ohio Department of Mental Health 30 E. Broad Street, 8th Floor Columbus, Ohio 43215-3430 (614) 466-2596; 1-877-275-6364

Ohio Legal Rights Service 50 W. Broad Street, Ste. 1400 Columbus, Ohio 43215-5923 (614) 466-7264; 1-800-282-9181; FAX: (614) 644-1888

U.S. Department of Health & Human Services Office for Civil Rights - Region V 233 N. Michigan Ave., Ste. 240 Chicago, IL 60601 Attn: Regional Manager (312) 886-2359

Counselor, Social Work and Marriage & Family Therapist Board 50 West Broad Street, Suite 1075 Columbus, Ohio 43215-5919

(614) 466-0912 (phone); (614) 728-7790 (fax)

Other appropriate professional regulating and/or licensing associations may also be contacted. For example Adoption, Foster Care and or Pregnancy Counseling should contact –

The Ohio Department of Job and Family Services 30 E. Broad Street, 32nd Floor Columbus, Ohio 43215 1-877-852-0010 or 614-466-2100

- f. The Executive Director guarantees the CRO full support to take all necessary steps to assure compliance with this grievance procedure.
- g. Quarterly Reports, which summarize client grievance activities, are made available to the Executive Director, CSS Board of Trustees and the local ADAMHS Board.

CATHOLIC SOCIAL SERVICES CONTINUOUS QUALITY IMPROVEMENT/STAFF SUGGESTION FORM

As part of the systematic effort to evaluate the effectiveness and efficiency of services provided, the agency actively solicits input from a variety of sources. One of our best resources for identifying areas for improvement is **you**, the agency staff and volunteers.

All staff are encouraged to identify areas of improvement and make suggestions as to how the improvement can likely be achieved.

In order for your ideas to be put into action, we need you to think through what resources (and people) will be needed. It goes without saying that **you**, as the suggesting party, will be a part of the project team that is formed should this suggestion become an agency CQI project. Please complete the following form and put it in the Suggestion Box located in the Riverview Copy Room. You may mail, E-mail or fax the completed suggestions to the QI Manager, Carrie Craig, if more convenient.

Who will benefit? How will this improve our agency's services? What possible solutions do you suggest? Who will be affected by this change? What will we need to do differently? Can this be done with existing personnel and funds? If not what do you think will be needed? When the improvement is completed, can we measure it? What will indicate to us that we've	raigc@cssmv.org	hall or tax the completed suggestions to t	the QI Manager, Carrie Craig, if more convenient.	
Continuous Quality Improvement /Suggestion Form Suggestor's Name	£	&	<u>&</u>	
What do you want to Improve? (Please state a specific goal in a sentence or two) Who will benefit? How will this improve our agency's services? What possible solutions do you suggest? Who will be affected by this change? What will we need to do differently? Can this be done with existing personnel and funds? If not what do you think will be needed? When the improvement is completed, can we measure it? What will indicate to us that we've been successful?	Continuous Quality Improvement /Suggestion Form			
Who will benefit? How will this improve our agency's services? What possible solutions do you suggest? Who will be affected by this change? What will we need to do differently? Can this be done with existing personnel and funds? If not what do you think will be needed? When the improvement is completed, can we measure it? What will indicate to us that we've been successful?	Suggestor's Name		Date	
Who will benefit? How will this improve our agency's services? What possible solutions do you suggest? Who will be affected by this change? What will we need to do differently? Can this be done with existing personnel and funds? If not what do you think will be needed? When the improvement is completed, can we measure it? What will indicate to us that we've been successful?				
What possible solutions do you suggest? Who will be affected by this change? What will we need to do differently? Can this be done with existing personnel and funds? If not what do you think will be needed? When the improvement is completed, can we measure it? What will indicate to us that we've been successful?	What do you want to Improve? (Please state a specific goal in a sentence or two)			
Who will be affected by this change? What will we need to do differently? Can this be done with existing personnel and funds? If not what do you think will be needed? When the improvement is completed, can we measure it? What will indicate to us that we've been successful?	Who will benefit? How will this improve our agency's services?			
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When the improvement is completed, can we measure it? What will indicate to us that we've been successful?	Who will be affected by this change? What will we need to do differently?			
been successful?	Can this be done w	ith existing personnel and fund	s? If not what do you think will be needed?	
Thank-you for your time and interest in improving Catholic Social Services.	When the improvem been successful?	ent is completed, can we meas	ure it? What will indicate to us that we've	
	Thank-ye	ou for your time and interest in imp	proving Catholic Social Services.	