

**DEPARTMENT OF HEALTH AND HUMAN SERVICES  
OFFICE OF DIRECTOR**

**ACTION REFERRAL**

TO  <i>Waldrep</i>	DATE  <i>2-15-12</i>
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DIRECTOR'S USE ONLY	ACTION REQUESTED
1. LOG NUMBER  <i>00315</i>	<input type="checkbox"/> Prepare reply for the Director's signature DATE DUE _____
2. DATE SIGNED BY DIRECTOR  	<input type="checkbox"/> Prepare reply for appropriate signature DATE DUE _____
	<input type="checkbox"/> FOIA DATE DUE _____
	<input checked="" type="checkbox"/> Necessary Action

APPROVALS (Only when prepared for director's signature)	APPROVE	* DISAPPROVE (Note reason for disapproval and return to preparer.)	COMMENT
1.			
2.			
3.			
4.			



# South Carolina Association of Children's Homes and Family Services

HAND DELIVERED

**RECEIVED**

January 25, 2012

FEB 14 2012

Department of Health & Human Services  
OFFICE OF THE DIRECTOR

Mr. Sam Waldrep, Deputy Director  
LTC and BH  
Department of Health and Human Services  
1801 Main Street  
Columbia, SC 29201

Re: Eagle Accreditation

Dear Mr. Waldrep:

As a follow-up to our recent conversation, I have secured the enclosures from EAGLE, a national faith-based accrediting organization. This organization was omitted as an acceptable accrediting body for the purposes of billing Medicaid for rehabilitative behavioral health services effective July 1, 2012, in a recent memorandum from Jeanne Carlton, Division Director.

In talking with Mr. Vinson, I learned that EAGLE has revised its practices and manual, and has taken action to suspend or revoke accreditation when expectations were not met. He would welcome a phone call from one of your staff to more fully explore your concerns if any exist after reviewing the materials.

The enclosures are *proprietary* and should be handled with the care and caution given to other such materials.

Kindest Personal Regards,

Paula M. Fendley, M. Ed., LMSW  
Chief Executive Officer





January 24, 2012

Ms. Paula Fendley, CEO  
South Carolina Association of Children's Homes and Family Services  
133 Powell Drive  
Lexington, SC 29072

Dear Ms. Fendley:

I have received your letter indicating DHHS no longer recognizes EAGLE as an acceptable accrediting organization for the purposes of billing Medicaid for behavioral health services.

Enclosed is a copy of the EAGLE manual, which is proprietary information, but you have my permission to share it with DHHS to document our assertion that EAGLE meets their criteria. You can see that we evaluate organizations in ten major areas:

- Principle 1: Christian Mission and Church Relationship
- Principle 2: Clients Served Through Holistic Care
- Principle 3: Public Engagement
- Principle 4: Governance and Leadership
- Principle 5: Commitment to Excellence
- Principle 6: Workforce Excellence
- Principle 7: Physical Resources Management
- Principle 8: Financial Resources Management
- Principle 9: Information Management and Security
- Principle 10: Markets and Clients

You can also see that an entire Principle is dedicated to Client Care, and other Principles address additional components associated with providing excellent care to those we serve.

Within Principle 2 are nine Topics covering seven entire pages of expectations and Actions in Support of the Principle. These Topics cover the following broad concepts: Client Identification; Service Plans; Client Rights and Responsibilities; Spiritual Life, Religious and/or Pastoral Care; Social Services; Rehabilitative, Restorative, Nursing, Medical Services, and Mental Health Therapy and/or Counseling, Activity/Recreation Programs; Support Services; and Holistic Care Results. Obviously, the expectations and Actions in Support of these nine topics are too numerous to itemize in this letter, but the Topics indicate a clear expectation that EAGLE-accredited organizations address a full array of services to clients.

I should mention that EAGLE has undergone a major revision of our standards in the past two years, a revision that has strengthened the program by raising performance expectations. To this end, we recently placed four organizations on suspension pending a satisfactory written response to Commission concerns, revoked the accreditation of two organizations, and failed to re-accredit another. Our clear commitment to excellence is exemplified by such actions, as it is by our ongoing efforts to strengthen the EAGLE accreditation process itself.

Should you or DHHS officials need additional information to reinstate EAGLE's status as an approved accreditor, please do not hesitate to contact me.

Sincerely,

Stephen L. Vinson  
President & CEO  
[svinson@umassociation.org](mailto:svinson@umassociation.org)

Enclosure

*UMA represents more than 380 health and welfare ministries that provide loving care in the name of Christ and the Church.*

*Through 1,555 locations across the nation, 354,000 employees serve more than 32 million persons annually.*

*Services are provided regardless of race, color, creed, national origin, gender, disability, veteran status or religious affiliation.*

*The UMA family provides more than \$2 billion in charitable care each year.*

**Our Mission:**

*The United Methodist Association promotes, inspires, empowers and recognizes excellence in healing and caring ministries.*

**Our Vision:**

*UMA members are thriving. Spirit-centered ministries passionately committed to excellence.*

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**Visit us on the web:**

[www.umassociation.org](http://www.umassociation.org)





# The EAGLE Accreditation Program

of the  
United Methodist Association  
of Health & Welfare-Related Ministries, Inc.

Revised  
January 2012

## **EAGLE Accreditation Commission Authority**

The EAGLE Accreditation Commission manages and operates the EAGLE Accreditation program under authority granted by the Board of Directors of the United Methodist Association of Health and Welfare-Related Ministries, Inc. (UMA.) For more information about the EAGLE Accreditation Commission, please read the **Appendix: The EAGLE Accreditation Commission.**

Proprietary

## The Unique Value of EAGLE

All accreditation programs, including EAGLE, involve organizational self-evaluation against standards followed by verification of the findings of that self-evaluation by a team of trained reviewers. As the only faith-based program in the United States, EAGLE offers unique value to organizations engaged in Christian health and welfare-related ministries:

- The EAGLE Accreditation Program is administered by men and women who are senior executives and leaders of faith-based non-profit organizations who are committed to Christian ministry in health and welfare-related organizations. As senior executives and leaders of faith-based non-profit organizations, we know and understand the opportunities and challenges inherent in achieving and improving service excellence in organizations such as yours. We know them because we live them in our own organizations.
- The men and women involved in EAGLE, both as members of the EAGLE Accreditation Commission and as Peer Reviewers, are members of the UMA because they are committed to the UMA Mission to promote, inspire, empower and recognize excellence in healing and caring ministries. They are personally and professionally committed to EAGLE's program, one that is intentionally based on the foundation of Christian service, and designed to inspire, promote, and recognize excellence in Christian service.

Everyone in your application for EAGLE accreditation, from the Peer Reviewers to the Commission members who make the final decision on accreditation, live in your world in one way or another. Their work, as is yours, is an expression of Christian love through quality care, charitable compassion and responsible stewardship. They understand that every organization has an important role as it serves God's people, that organizations differ in the environment in which they operate, the services they provide, the clients they serve, and their governance and leadership styles. And they all are completely committed to the belief that every Christian organization can not only improve, but has a duty to improve whether in terms of its existing processes and procedures or in expanding the services it provides or in how it responds to emerging issues.

Our best wishes, and may God's blessings be with you and your organization, as you undertake this challenging journey in pursuit of Christian service excellence.

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## The EAGLE Accreditation Approach

The EAGLE Accreditation Program combines a performance excellence approach with an accreditation standards process. This program was prototyped in 2009 and approved in 2010. This 2012 update reflects our commitment to keep EAGLE current.

### What's New in this Update

There is one significant change in what applicant organizations are to submit with their self-assessment reports: Added to the list of required Key Documents expected to be submitted with the self-assessment report is item AC., Copy of most recent accreditation review (e.g., COA, CARF-CCAC, JCAHO) for concurrent accreditations.

There are multiple changes in format, presentation, and definitions to clarify processes within the program. These include:

- Replaced the topic "Areas of Enhanced Emphasis," which identified what was different about the revised EAGLE from the pre-2009 version with "Areas of Emphasis, which identifies those matters with which EAGLE is very concerned, beginning with Christian ministry and witness.
- Updated the names of certain Key Documents expected to be submitted with the self-assessment report, specifically documents P., Q., and S.
  - P. Replaced "Community responsiveness plan" with "Public engagement plan(s). The term "Community responsiveness plan" no longer appears in the Principles.
  - Q. Replaced "Continuous improvement program manual(s)" with "Service excellence plan (s)" to be consistent with the language within the Principles;
  - S. Replaced "Personnel policy manual" with "Human Resources/ Personnel policy manual" to reflect more often used terminology for that document.
- Statement of when an organization must identify to the Commission any Topic it believes does not apply to it and thus should not be required to be included in the self-assessment report.
- Clarified the requirement that accredited organizations submit complete Annual Reports on or before their due dates and statement of consequences for failing to do so.
- Eliminated the paragraph discussing the requirement to immediately notify the Commission about any event and/or allegation that may subject the organization to regulatory review, media analysis and/or negative public scrutiny. The intent was condensed and added as item 10 to the section entitled "Follow Up – Ongoing Records – Review Criteria."
- Replaced the terms "Joint accreditation" and "Cooperative Approach" for matters dealing with simultaneous accreditations by EAGLE and other accreditation organizations with the term "concurrent accreditation," which now appears in the Glossary.

- Identified the EAGLE Topics that must be addressed in concurrent accreditations with COA, CARF-CCAC, and JCAHO.
- Revised the Appendix on the EAGLE Accreditation Commission reflecting the changes to the UMA By-Laws made in August 2011.
- Added a section entitled "Timeline Reminder" to the first page of the EAGLE Accreditation Application Form (Attachment 1) to give applicant organization certain key points in the application processing timeline.
- Updated some terms used in the EAGLE Accreditation Application Form in terms of types of facility or program, and added "community based services" to the list.
- In Attachment 2, Annual Report to the EAGLE Commission, added:
  - In Section 1. Administrative: the requirement to include the Report Due Date as well as the date of the report.
  - The opportunity for organizations to include self-nominations for the Best Practice and Innovation Awards for activities developed or established since the last annual report or last accreditation.
- Changed to the Century Gothic font to be consistent with the call to environmental stewardship stated Principle 7- the font requires up to 30% less ink compared to most traditional fonts, according to the University of Wisconsin at Green Bay.

## **Areas of Emphasis**

EAGLE's primary emphasis is on Christian ministry and witness, and how applicant organizations incorporate their Christian mission, religious heritage and values through their organizations and daily operations. Other areas of emphasis include focusing on results and outcomes, striving to improve, meeting legal and regulatory requirements, and ensuring privacy, accuracy, accessibility and confidentiality of both client and staff data and information.

## **Characteristics of an EAGLE Accredited Organization**

The EAGLE approach promotes service excellence by recognizing organizations that pursue excellence in Christian mission and ministry, as demonstrated by the presence of the certain characteristics. An EAGLE accredited organization:

- Has a mission of Christian ministry and witness, and the organization is clearly connected to a Christian church or denomination.
- Clearly defines the clients it will serve and recognizes, understands, and properly responds to the individual needs of those clients by providing holistic care.
- Not only serves its target clients, but also purposefully contributes to, advocates for, educates, and provides others with various forms of support or assistance that serve needy and under-served individuals and families within its community.
- Has a governing body that is a responsible, informed, inclusive, and accountable body whose key roles are policy making and the protection of the interests of key stakeholders. It recruits and selects the chief executive officer. It has independence in review and audit functions, as well as a performance

evaluation function that monitors the performance of the organization and the chief executive officer.

- Strives for service excellence through structured, on-going methodologies for assuring and improving the quality of its programs, services, facilities, and leadership. It also has formal internal processes in place to assure ethical and legal behavior in the governance system, throughout the organization, and in its interactions with clients, other publics, and stakeholders.
- Engages, manages, and develops its workforce to ensure all staff members are qualified, well-oriented and trained to perform their functions efficiently, effectively, and safely in support of the organization's mission. Its work environment promotes dignity, encourages and provides opportunities for professional and personal growth, conveys a Christian orientation, and emphasizes ethical relationships and interactions.
- Exercises responsible environmental stewardship over its land, facilities, and equipment, treating applicable governmental health and safety standards as the minimum above and beyond which the organization will operate.
- Exercises responsible fiscal stewardship over its assets, liabilities, and risks.
- Collects and uses information to analyze and improve its performance in a manner consistent with all applicable laws and regulations. It strenuously protects the privacy and confidentiality of client and staff data and information.
- Has an integrated marketing and public relations program that effectively positions it to respond to the needs of target markets, and furthers the operational and strategic goals of the organization. It adheres to nationally established ethical guidelines and procedures for its fundraising.
- Focuses on performance results and outcomes, evidenced by its own objective evaluation and the evaluation by its clients and key stakeholders of the holistic care services it provides, its overall financial and marketplace performance, workforce excellence, its leadership system, and organizational effectiveness results.

## **EAGLE Accreditation Self-Assessment Structure**

The EAGLE Accreditation self-assessment consists of an Organizational Overview followed by ten (10) Principles. Within these two sections are fifty-three (53) Topics to be addressed, six (6) of which are in the Organizational Overview and forty-seven (47) are in the Principles.

The Organizational Overview requires an "executive summary" of key points about the organization. It consists of two sections:

- A. Key Organizational Elements, which addresses the organization's purpose, its human resources and physical facilities profile, the legal and regulatory environment in which it operates, and its internal and external relationships.
- B. Opportunities and Challenges, which addresses the organization's operating environment's opportunities and challenges, and its performance improvement approach.

The first three (3) Principles address what an EAGLE accredited organization is and does. The remaining seven (7) address how an EAGLE accredited organization achieves the first three Principles.

Within each EAGLE Principle are "Actions in Support of this Principle" that summarize specific actions an organization needs to take to demonstrate its efforts to live up to the Principle. Within each "Actions in Support of this Principle" are Self-Assessment Questions and Expectations arranged by Topics. The Topic questions require narrative descriptive responses. Following each set of questions is a statement of Expectations for each Topic that identify subjects expected to be addressed in the response to the self-assessment questions.

The EAGLE Accreditation Principles are:

**Principle 1: Christian Mission and Church Relationship.**

The mission of an EAGLE accredited organization is one of Christian mission and service, and the organization is clearly connected to a Christian church or denomination.

**Principle 2: Clients Served Through Holistic Care.**

An EAGLE accredited organization has clearly defined the clients it will serve and recognizes, understands, and properly responds to the individual needs of those clients by providing holistic care that addresses their social, emotional, physical, spiritual, intellectual, vocational and environmental well being.

**Principle 3: Public Engagement.**

An EAGLE accredited organization, in addition to those whom it directly serves, purposefully contributes to, advocates for, educates, and provides others with various forms of support or assistance that serve needy and under-served individuals and families within its community.

**Principle 4: Governance and Leadership.**

The governing body of an EAGLE accredited organization is a responsible, informed, inclusive, and accountable body whose key roles are policy making and functioning as a fiduciary to protect the interests of the organization and its key stakeholders. It ensures the organization has a strategy for achieving the long-range mission of the organization. It recruits and selects the chief executive officer. It has independence in review and audit functions, as well as a performance evaluation function that monitors the performance of the organization and the chief executive officer.

**Principle 5: Commitment to Excellence.**

An EAGLE accredited organization strives for service excellence through structured, on-going methodologies for assuring and improving the quality of its programs, services, facilities, and leadership. It also has formal internal processes in place to assure ethical and legal behavior in the governance system, throughout the organization, and in its interactions with clients, other publics, and stakeholders.

**Principle 6: Workforce Excellence.**

An EAGLE accredited organization engages, manages, and develops its workforce to ensure all staff members are qualified, well-oriented and trained to perform their functions efficiently, effectively, and safely in support of the organization's mission. Its work environment promotes dignity, encourages and provides opportunities for professional and personal growth, conveys a Christian orientation, and emphasizes ethical relationships and interactions.

**Principle 7: Physical Resources Management.**

An EAGLE accredited organization exercises environmentally responsible stewardship over its land, facilities, and equipment, treating applicable governmental health and safety standards as the minimum above and beyond which the organization will operate.

**Principle 8: Financial Resources Management.**

An EAGLE accredited organization exercises responsible stewardship over its assets, liabilities, and risks.

**Principle 9: Information Management and Security.**

An EAGLE accredited organization collects and uses information to analyze and improve its performance in a manner consistent with all applicable laws and regulations. It strenuously protects the privacy and confidentiality of client and staff data and information.

**Principle 10: Markets and Clients.**

An EAGLE accredited organization has an integrated marketing and public relations program that effectively positions it to respond to the needs of target markets, and furthers the operational and strategic goals of the organization.

## Key Documents

The EAGLE Commission expects an applicant organization to submit numerous core documents and/or policy statements related to its ministry in support of its responses to the Overview and Self-Assessment questions. Those key documents and policy statements include:

- A. Mission (or Purpose) statement, as adopted by the governing body.
- B. Vision statement, as adopted by the governing body.
- C. Values statement, as adopted by the governing body.
- D. Copy of the statement of relationship with the organization's faith-based judicatory(ies), as adopted by the governing body.
- E. Code of ethical behaviors, as adopted by the governing body.
- F. Articles of incorporation, as amended and adopted by the governing body.
- G. Corporate bylaws, as amended and adopted by the governing body.
- H. Executive succession plan, as adopted by the governing body.
- I. Complete roster of members of the governing body, including mailing

addresses, telephone numbers, electronic contact information, and relationship to other organizations, groups, or interests within the local community.

- J. Duality/conflict of interest policy, as adopted by the governing body.
- K. Nepotism policy, as adopted by the governing body.
- L. Copies of the latest state licensure, fire and safety, Medicare/Medicaid, and other accrediting reports, including plans of corrective action in response to any deficiencies noted by such surveys or reports.
- M. Strategic plan, as adopted by the governing body.
- N. Client rights/responsibilities statement(s), as adopted by the governing body.
- O. Spiritual life/pastoral care plan, as adopted by the governing body.
- P. Public engagement plan(s), as adopted by the governing body.
- Q. Service excellence plan(s), as adopted by the governing body.
- R. Corporate compliance program manual, as adopted by the governing body.
- S. Human Resources/Personnel policy manual, as adopted by the governing body.
- T. Organization chart, which identifies by name the administrative staff and department heads.
- U. EOE and/or affirmative action policy, as adopted by governing body.
- V. Copy of both capital and operating budgets, along with financial and baseline statistical projections for current and next three (3) fiscal years.
- W. Last three years' independently audited financial statements and management letters, if such letters were produced.
- X. Copy of the organization's investment policy, as adopted by the governing body.
- Y. Copy of latest corporate annual report (including full financial disclosure statement, if organization is a CCRC).
- Z. Benevolent or charitable care policy, as adopted by governing body.
- AA. Public relations, fund raising and marketing plan, as adopted by governing body.
- AB. Documentation of Not-for-Profit Status.
- AC. Copy of most recent accreditation review (e.g., COA, CARF-CCAC, JCAHO) (for concurrent accreditations.)

# EAGLE Accreditation Principles, Actions, and Self-Assessment Questions

(Note: Words or terms included in the Glossary of Key Terminology in the EAGLE Principles, Actions in Support, and Self-Assessment Questions appear in underlined italics the first time they are used.)

## Organizational Overview:

### A. Key Organizational Elements

Describe your organization, and include the following in your description:

#### A.1. Purpose:

- a. Your denominational sponsor(s) and/or connectional unit(s) of a Christian church;
- b. The organization's Vision, Mission, and Values statements;
- c. The primary services your organization provides, to whom (i.e., markets), and by what means they are provided, e.g., staff, volunteers, contract personnel, etc.; and
- d. How you integrate your Christian mission throughout every aspect of your organization.

#### A.2. Human Resources and Physical Facilities:

- a. The workforce profile, to include staff and volunteers. Identify key workforce benefits and special health and safety requirements; and
- b. The organization's major facilities, technologies, and equipment.

#### A.3. Legal and Regulatory Environment: **(REQUIRED ELEMENT)**

The legal and regulatory environment in which the organization operates. Include the applicable occupational health and safety regulations, accreditation, certification, or registration requirements as well as relevant industry standards, environmental, financial, and data/information security (privacy protection) regulations.

#### A.4. Relationships:

- a. Your organizational structure and governance system, to include the reporting relationships between the governing body, the Chief Executive Officer and his or

- her senior staff, and the denominational sponsor(s) and/or connectional unit(s) of a Christian church.
- b. Your key *client*, *other publics*, and *stakeholder* groups. Describe their primary requirements and expectations from you, noting key differences in the requirements and expectations among these groups, if any.
  - c. Your most important partners and suppliers (other than your denominational sponsor(s) and/or connectional unit(s)), and describe what roles they have in your organization's delivery of the services you provide.
  - d. Your communications mechanisms in dealing with clients, other publics, stakeholders, partners and suppliers.

## **B. Opportunities and Challenges**

Describe your organization's operating environment, and include the following in your description:

### **B.1. Operating Environment:**

- a. How you determine your success relative to other organizations providing identical or similar services. The key changes that are taking place that affect, or are expected to affect the manner in which you operate.
- b. The major strategic advantages and challenges that relate to the sustainability of your organization.

### **B.2. Performance Improvement:**

- a. How your governing body and your chief executive officer participate in the development and execution of your performance improvement approach.
- b. The key aspects of your performance improvement approach, to include evaluation and learning processes for both work units and individuals

## **The Principles:**

### **Principle 1: Christian Mission and Church Relationship.**

The mission of an EAGLE accredited organization is one of Christian mission and service, and the organization is clearly connected to a Christian church or denomination.

#### **Actions in Support of this Principle:**

The organization develops mission, vision, and values statements; documents its relationship with a denominational sponsor and/or connectional unit of a Christian church as well as any relationships with secular groups. It promotes its Christian mission, religious heritage and values, and supports mission related careers.

### **Self-Assessment Questions**

#### **1.1: Mission Statement: (REQUIRED ELEMENT)**

How does your organization:

- a. Develop and approve its mission statement?
- b. Ensure that its mission statement reflects a Christian orientation?
- c. Ensure its mission statement is kept current and is widely distributed to staff, volunteers, clients, other publics, and stakeholders?
- d. Ensure the mission statement actually guides the manner in which your organization operates?

*Expectations: An organization applying for its initial EAGLE accreditation or seeking to retain EAGLE accreditation is expected to have a clearly stated mission statement that:*

1. *Has been approved by the organization's governing body;*
2. *Reflects the Christian values of the organization and its denominational sponsor and/or connectional unit of a Christian church;*
3. *Is used as a guide for the operation of the organization;*
4. *The governing body ensures is distributed to staff, volunteers, clients, other publics and stakeholders; and*
5. *Is reviewed at least every three years and updated as necessary in response to changes in the organization, the communities it serves, and/or the environment in which it operates. (The review is to be documented.)*

### 1.2. Vision Statement:

How does your organization:

- a. Develop and approve its vision statement?
- b. Ensure your vision statement is kept current and is widely distributed to staff, volunteers, clients, other publics, and stakeholders?
- c. Ensure the governing body uses the vision statement in its strategic considerations?
- d. Ensure the vision statement is shared with staff, volunteers, clients, other publics, and stakeholders?

*Expectations: An organization applying for its initial EAGLE accreditation or seeking to retain EAGLE accreditation is expected to have a clearly stated vision statement that:*

1. *Has been approved by the organization's governing body;*
2. *Is reviewed at least every three years and updated as necessary in response to changes in the organization, the communities it serves, and/or the environment in which it operates- (The review is to be documented.);*
3. *Is used by the organization's governing body when engaged in strategic considerations; and*
4. *Is shared with and used to educate and orient staff, volunteers, clients, other publics and stakeholders.*

### 1.3. Values Statement:

How does your organization:

- a. Develop and approve its values statement?
- b. Ensure the values statement is kept current and is widely distributed to staff, volunteers, clients, other publics, stakeholders, and the general public?
- c. Ensure the values statement is used as an orientation resource for the governing body, staff, and volunteers?
- d. Ensure the collective actions of the staff, volunteers, and the governing body reflect the elements of the values statement?

*Expectations: An organization applying for its initial EAGLE accreditation or seeking to retain EAGLE accreditation is expected to have a clearly stated values statement that:*

1. *Has been approved by the organization's governing body;*
2. *Is reviewed at least every three years and updated as necessary in response to changes in the organization, the communities it serves, and/or the environment in which it operates; (The review is to be documented.)*
3. *Is used as an orientation resource for members of the governing body, staff, and volunteers; and*
4. *Is reflected in the attitudes and actions of the staff, volunteers, and the governing body.*

**1.4. Denominational Sponsor(s) and/or Connectional Unit(s) Relationships: (REQUIRED ELEMENT)**

How does your organization ensure:

- a. There is a formal documented agreement with its denominational sponsor(s) and/or connectional unit(s) of a Christian church that identifies and defines the key aspects and the scope of the relationship between them?
- b. That all relationship statements with its denominational sponsor(s) and/or connectional unit(s) of a Christian church are reviewed and reaffirmed or updated on a regular basis?
- c. The relationship between the organization and its church denominational sponsor and/or connectional unit(s) is communicated to all of the organization's publics?

*Expectations: An organization applying for its initial EAGLE accreditation or seeking to retain EAGLE accreditation is expected to have:*

1. *A written, mutually agreed upon, and signed relationship document that defines the rights, responsibilities, privileges, and limitations of each party, terms of the agreement, and other matters which the parties believe are appropriate;*
2. *A separate relationship statement completed between the organization and each church denominational sponsor and/or connectional unit to which it relates;*
3. *A review process that ensures these documents are reviewed and reaffirmed or updated at least every four years; and*
4. *A process by which information describing the relationship between the organization and its church denominational sponsor and/or connectional unit(s)*

*is communicated to all of the organization's publics.*

#### 1.5. Other Service Relationships:

If your organization serves clients on behalf of, in cooperation with, or under contract to one or more secular group, organization or source, how does your organization ensure:

- a. There is a formal documented agreement with each such secular group, organization or source?
- b. That information describing these relationships is made available to clients, employees, governing body, all related organizations and all of the organization's publics?

*Expectations: An organization applying for its initial EAGLE accreditation or seeking to retain EAGLE accreditation is expected to have:*

1. A written relationship statement with each entity that is mutually affirmed, independently adopted and signed by an official representative(s) of each participating entity; and
2. A process in place that ensures information about such relationship statement(s) is communicated to all of the organization's publics.

#### 1.6. Christian Mission, Religious Heritage and Values:

How does your organization ensure:

- a. That its Christian mission, religious heritage and values are explained to potential employees and volunteers?
- b. That its Christian mission, religious heritage and values are reinforced to paid staff and volunteers?

*Expectation: An organization applying for its initial EAGLE accreditation or seeking to retain EAGLE accreditation is expected to:*

1. Provide new staff and volunteers an orientation addressing the organization's history and spiritual heritage, Christian mission, vision, and values, and its performance goals;
2. Provide all staff and volunteers periodic refresher sessions that addresses the organization's history and spiritual heritage, Christian mission, vision, and values, and its performance goals; and
3. Employ methods, such as a chapter of the Order of Good Shepherds, to recognize and affirm Christian service in the work place.

#### 1.7. Mission-Oriented Careers:

How does your organization encourage people to enter into Human Services careers in church-related organizations?

*Expectation: An organization applying for its initial EAGLE accreditation or seeking to retain EAGLE accreditation is expected to provide learning*

opportunities for students and encourage persons to consider careers in such mission oriented organizations. Methods to do this may include:

1. Affiliations with educational institutions such as secondary and technical schools, universities, or seminaries to provide field experiences; and
2. Making the public aware of career opportunities through job fairs, school career days, or other career oriented outreach programs.

### **Principle 2: Clients Served Through Holistic Care.**

An EAGLE accredited organization has clearly defined the clients it will serve and recognizes, understands, and properly responds to the individual needs of those clients by providing holistic care that addresses their social, emotional, physical, spiritual, intellectual, vocational and environmental well being.

#### **Actions in Support of this Principle:**

The organization identifies the clients it intends to serve, and writes service plans that include outcomes goals through holistic care of each client.. It defines and respects the rights and responsibilities of clients. It provides spiritual life, religious and/or pastoral care. It provides appropriate social services care, and provides other necessary and appropriate programs and services within its capabilities and expertise.

#### **Self-Assessment Questions**

##### **2.1. Client Identification: (REQUIRED ELEMENT)**

How does your organization:

- a. Define the clients it will serve?
- b. Establish its current eligibility/admission criteria for clients served, and how does your organization ensure these criteria are inclusive? How does your organization ensure the criteria are periodically reviewed and updated as necessary? Describe the process for making exceptions to the eligibility/admission criteria.
- c. Ensure it serves only those clients who for whom its program(s) and facilities are designed?
- d. Assist those persons whom the organization is not designed or equipped to serve to locate appropriate programs and services?

*Expectations: An organization applying for its initial EAGLE accreditation or seeking to retain EAGLE accreditation is expected to:*

1. Serve only those categories of clients the governing body has formally and clearly identified as the organization's target clients;
2. Have up to date and inclusive eligibility/ admission criteria;
3. Serve only those clients for whom its program(s) are designed;
4. Have a plan for benevolent care; and
5. Assist those people the organization is not designed or equipped to serve to locate appropriate programs and services.

## 2.2 Service Plans: (REQUIRED ELEMENT)

How does your organization:

- a. Develop written individual plans of holistic care/service that include outcomes goals for clients? How does this process include opportunities for clients to identify, express and develop their potential? How are clients and their families and significant others included in the planning process?
- b. Ensure individual care/service plans are routinely reviewed, evaluated in terms of outcomes goals, and updated as necessary? How does your organization deal with a client who no longer meets the established eligibility criteria for a program, e.g. a client who requires a more restrictive environment?
- c. Provide for post-care/service follow up with clients, as appropriate?

*Expectations: An organization applying for its initial EAGLE accreditation or seeking to retain EAGLE accreditation is expected to have written, up to date plans of holistic care/service that include outcomes goals for all appropriate clients that:*

1. Are developed, implemented, evaluated in terms of outcomes goals, and adjusted as appropriate by a multi-disciplinary team;
2. Include the input of the client, family members, and significant others;
3. Include, when appropriate, opportunities for clients to identify, express and develop the potentials they possess;
4. Include, when appropriate, opportunities for clients to maintain and/or develop personal responsibility and accountability for their attitudes, judgment, and behavior;
5. Promote family relatedness whenever it is in the best interests of both the client and family; and
6. Include periodic post-placement follow-up contact with appropriate clients.

## 2.3. Client Rights and Responsibilities: (REQUIRED ELEMENT)

How does your organization:

- a. Ensure there is a mutual understanding between the client, appropriate family members and/or legally designated representative and your organization of the rights and responsibilities of the client?
- b. Ensure that the decisions it makes about client care are made in a manner consistent with its ethical beliefs and standards and the outcomes goals for the client?
- c. Address and resolve complaints and grievances made by clients, their legally designated representatives and their family members and/or significant others?

*Expectations: An organization applying for its initial EAGLE accreditation or seeking to retain EAGLE accreditation is expected to*

1. Provide each client, appropriate family member or legally designated representative a written statement of client rights upon admission that addresses the following:
  - a) Access to care or service;
  - b) Privacy and confidentiality
  - c) Personal safety

- d) Grievance procedures;
  - e) Informed consent;
  - f) Refusal of treatment;
  - g) Transfer and continuity of care;
  - h) Notice of change of rates;
  - i) Rules and regulations;
  - j) Respect and consideration; and
  - k) Other topics unique to or of special concern of the organization.
2. Provide each client, appropriate family member, or legally designated representative a written statement of client responsibilities upon admission that addresses the following:
    - a) Provision of accurate information;
    - b) Refusal of treatment;
    - c) Payment of charges;
    - d) Compliance with rules and regulations;
    - e) Respect consideration for staff and other clients; and
    - f) Other topics unique to or of special concern to the organization.
  3. Have processes in place for regular, two-way communication with each client, appropriate family members, or their legally designated representative;
  4. Have a structure and process for guiding and reviewing ethical decisions regarding client care; and
  5. Have a structure and processes in place to accept, evaluate, and respond to grievances made by clients, their legally designated representatives, or family members.

#### 2.4. Spiritual Life, Religious and/or Pastoral Care: (REQUIRED ELEMENT)

How does your organization:

- a. Ensure it provides for the spiritual life, religious and/or pastoral care needs of its clients?
- b. Integrate spiritual life, religious and/or pastoral care services into the multi-disciplinary program team of the organization?
- c. Integrate spiritual life, religious and/or pastoral care services into the overall culture of the organization?
- d. Ensure its pastoral care providers are qualified to address the spiritual life, religious and/or pastoral care needs of clients?
- e. Document and evaluate spiritual life, religious and/or pastoral care services provided to clients?
- f. Ensure that clients and those external to the organization, i.e. local clergy, seminary students and/or gerontology students, benefit from the organization's spiritual life, religious and/or pastoral care services program?

*Expectations: An organization applying for its initial EAGLE accreditation or seeking to retain EAGLE accreditation is expected to:*

1. Have a written and implemented plan for providing spiritual life, religious and/or pastoral care services that addresses the following:
  - a) The program's purpose and goals,

- b) How the organization integrates spiritual life, religious and/or pastoral care services into the multi-disciplinary program and the overall culture of the organization,
  - c) How the organization provides pastoral care services to all clients in a timely manner, commensurate with each client's faith traditions,
  - d) The identity of the pastoral care staff,
  - e) Resources needed to address the diverse cultural, ethnic, linguistic, and faith traditions of all clients and staff,
  - f) Funding to meet the programmatic, operational, and capital needs of pastoral care services, and
  - g) Provision of staff and/or volunteers to meet religious and pastoral care goals.
2. Have written policies and procedures for the spiritual life, religious and/or pastoral care program that are available to staff, volunteers, and clients as appropriate;
  3. Employ/engage pastoral care providers who are endorsed by their religious body as qualified for ministry in the specialized setting represented by the organization;
  4. Maintain appropriate records of activities within the spiritual life, religious and/or pastoral care services programs;
  5. Regularly evaluate the effectiveness of the programs in order to improve that effectiveness; and
  6. Offer educational programs for clients and persons outside the organization in order to share knowledge.

#### 2.5. Social Services:

How does your organization:

- a. Ensure it provides appropriate social services to clients who need them?
- b. Ensure that social services programs are integrated into the multi-disciplinary program of the organization?
- c. Ensure social services providers are qualified to provide the services they do?
- d. Evaluate and improve the organization's social services provided to clients?

*Expectations: An organization applying for its initial EAGLE accreditation or seeking to retain EAGLE accreditation is expected to:*

1. Have a written and implemented plan for providing appropriate social services that addresses the following;
  - a) The program's purpose and goals,
  - b) The structure and staffing for delivering these services,
  - c) How the organization integrates these services into the multi-disciplinary program of the organization,
  - d) Funding to meet the programmatic, operational, and capital needs of these services, and
  - e) Provision of staff and/or students and volunteers to meet services care goals.
2. Have written policies and procedures for the social services program that are available to staff, volunteers, and clients as appropriate;

3. Employ/engage qualified services providers who are professionally trained, certified by an appropriate credentialing body, and adhere to a code of ethics in their areas of responsibility;
4. Supervise and evaluate students and volunteers who assist in providing these services;
5. Maintain appropriate records of activities within the social services program; and
6. Regularly evaluate the effectiveness of the social services program in order to improve that effectiveness.

2.6. Rehabilitative, Restorative, Nursing, Medical Services, and Mental Health Therapy and/or Counseling:

How does your organization:

- a. Ensure it provides the highest quality rehabilitative, restorative, nursing, medical services and mental health therapy/counseling services to clients?
- b. Develop and implement plans for these services in order to achieve outcomes goals for clients?
- c. How does your organization obtain or provide for clients specialized services that are outside its scope of capability or expertise?
- d. Ensure that service providers for rehabilitative, restorative, nursing, medical services and mental health therapy/counseling services are appropriately qualified and/or skilled?
- e. Document, evaluate and improve the rehabilitative, restorative, nursing, medical services and mental health therapy/counseling services it provides in order to achieve outcomes goals for clients?

Expectations: An organization applying for its initial EAGLE accreditation or seeking to retain EAGLE accreditation is expected to:

1. Have a written and implemented plan for providing appropriate rehabilitative, restorative, nursing, medical services, and mental health therapy/counseling that addresses:
  - a) The program's purpose and goals for meeting outcomes goals for clients,
  - b) The structure and staffing for delivering appropriate rehabilitative, restorative, nursing, medical services, and mental health therapy/counseling,
  - c) How the organization appropriate rehabilitative, restorative, nursing, medical services, and mental health therapy/counseling into the multi-disciplinary program of the organization,
  - d) Funding to meet the programmatic, operational, and capital needs of appropriate rehabilitative, restorative, nursing, medical services, and mental health therapy/counseling, and
  - e) Provision of staff and/or volunteers to meet rehabilitative, restorative, nursing, medical services, and mental health therapy/counseling goals.
2. Have written policies and procedures for rehabilitative, restorative, nursing, medical services, and mental health therapy/counseling that are available to staff, volunteers, and clients as appropriate;
3. Employ/engage qualified appropriate rehabilitative, restorative, nursing, medical services, and mental health therapy/counseling service providers who are

- professionally trained, certified by an appropriate credentialing body, and adhere to a code of ethics in their areas of responsibility;
4. Have appropriate, adequate space, equipment, and materials needed for effective appropriate rehabilitative, restorative, nursing, medical services, and mental health therapy/counseling;
  5. Supervise and evaluate students and volunteers who assist in providing appropriate rehabilitative, restorative, nursing, medical services, and mental health therapy/counseling;
  6. Maintain appropriate records of activities within the rehabilitative, restorative, nursing, medical services, and mental health therapy/counseling program; and
  7. Regularly evaluate the effectiveness of the rehabilitative, restorative, nursing, medical services, and mental health therapy/counseling program in achieving outcomes goals for clients in order to improve that effectiveness.

## 2.7. Activity/Recreational Programs:

How does your organization:

- a. Ensure it provides a well-defined activity/recreation program that encourages and empowers each individual client to identify and access those activities or events that relate to their interests, abilities, potential, and outcomes goals?
- b. Ensure its clients are able to utilize available community services, such as library services?
- c. Obtain client input for planning individual and group activities and/or recreational services?
- d. Ensure that service providers for activities and recreational services are appropriately qualified?
- e. Document, evaluate, and improve the organized activities and/or recreational services it provides?

*Expectations: An organization applying for its initial EAGLE accreditation or seeking to retain EAGLE accreditation is expected to:*

1. *Have a written and implemented plan for providing an activity/recreational program that addresses:*
  - a) *The program's purpose and outcomes goals,*
  - b) *The structure and staffing to offer such activities,*
  - c) *How the organization integrates its activities/recreational program services into the multi-disciplinary program of the organization,*
  - d) *Funding to meet the programmatic, operational, and capital needs of its activities/recreational program, and*
  - e) *Provision of volunteers to meet activities/recreational program goals.*
2. *Have written policies and procedures for the activity/recreational program that are available to staff, volunteers, and clients as appropriate;*
3. *Match activities to individual client's interests, abilities, potential and needs;*
4. *Employ/engage qualified activity/recreational program services providers who are professionally trained, certified by an appropriate credentialing body, and adhere to a code of ethics in their areas of responsibility;*
5. *Have appropriate, adequate space, equipment, and materials needed for effective activity/recreational program services;*

6. Supervise and evaluate students and volunteers who assist in providing activities/recreational program services;
7. Maintain appropriate records of activities within the activities/recreational program; and
8. Regularly evaluate the effectiveness of the activities/recreational program in order to improve that effectiveness.

## 2.8. Support Services:

How does your organization:

- a. Ensure it provides appropriate support services, e.g., dietary and laundry services, that contribute to the well-being of each client?
- b. Ensure it provides support services in a manner that contributes to meeting the outcomes goals of clients?
- c. Evaluate and improve the support services it provides?

*Expectations: An organization, especially one with residential programs, applying for its initial EAGLE accreditation or seeking to retain EAGLE accreditation is expected to:*

1. Provide dietary services that are supervised by a registered dietician;
2. Serve meals in a manner appropriate to each client's needs;
3. Provide laundry services in a manner appropriate to each client's needs that are supervised by qualified and trained staff;
4. Provide other appropriate support services that may be unique to the organization; and
5. Evaluate and improve its support services to better ensure outcomes goals for clients.

## 2.9. Holistic Care Results:

Summarize your organization's progress in meeting its holistic care outcomes, segmenting your results by types of care offered, client type and stakeholder groups. Include your current levels and show trends in your key measures or indicators. Include examples of improvements made in its holistic care based on review of outcomes data and information.

*Expectations: An organization applying for its initial EAGLE accreditation or seeking to retain EAGLE accreditation is expected to:*

1. Track its current performance levels and trends in regard to its performance in holistic care;
2. Use this information in its commitment to service excellence processes and its strategic planning process.

## **Principle 3: Public Engagement.**

An EAGLE accredited organization, in addition to those whom it directly serves, purposefully contributes to, advocates for, educates, and provides others with various

forms of support or assistance that serve needy and under-served individuals and families within its community.

### **Actions in Support of this Principle:**

The organization contributes resources and leadership, advocacy and education within the community it serves, and engages volunteers to assist in its own operations.

### **Self-Assessment Questions**

#### **3.1. Resources and Leadership:**

How does your organization:

- a. Develop and implement a public engagement plan that advances the organization's commitment to serve and/or support the service efforts of others within the local community?
- b. Encourage participation in the public engagement efforts by board members, staff and volunteers, *stakeholders*, and when appropriate, clients?
- c. Volunteer time, share its physical resources, professional expertise, and community relationships or influence to advocate for needs and respond to human service issues in the community?
- d. Evaluate the effectiveness of its public engagement efforts? How and when are improvements in effectiveness identified and implemented?
- e. Contribute to the development of new methods or approaches to service delivery that increase the effectiveness of its industry?
- f. Interact with institutions of higher learning or researchers to expand the knowledge base of its industry?
- g. Calculate the outcomes and tangible value of its public engagement contributions and ensure stakeholders are aware of the effectiveness of these efforts?

*Expectations: An organization applying for its initial EAGLE accreditation or seeking to retain EAGLE accreditation is expected to:*

1. *Have developed and implemented a public engagement plan, with measurable outcome goals, that demonstrates the organization's commitment to serve and/or support the service efforts of others;*
2. *Regularly evaluate the public engagement plan, to include periodic assessments by the governing body;*
3. *Encourage and document participation in public engagement efforts by members of the governing body, staff, volunteers, and as appropriate, clients;*
4. *Encourage governing body members and staff to participate in local, state, regional and national organizations that provide opportunities to increase knowledge and expertise regarding the organization's Christian mission, to improve quality and/or methodology of service delivery and facility operation;*
5. *Interact and network with other community organizations, share its knowledge, and to learn new forms of services or programs to meet emerging community needs;*
6. *Advocate on behalf of persons in need within the community;*

7. Periodically compute the value of its tangible resources and personal time contributed toward its community response plan and activities; and
8. Evaluate the effectiveness of its public engagement efforts in order to improve.

### 3.2. Volunteers:

How does your organization:

- a. Utilize volunteers?
- b. Recruit volunteers and ensure they have adequate screening, training, supervision, evaluation and recognition?
- c. Calculate the tangible value of volunteer services and ensure stakeholders are aware of the effectiveness of these efforts?

*Expectations: An organization applying for its initial EAGLE accreditation or seeking to retain EAGLE accreditation is expected to:*

1. Have a structured program for recruiting, screening, training, guiding, evaluating, and recognizing volunteers; and
2. Evaluate the effectiveness of the volunteer program in order to improve that effectiveness.

### **Principle 4: Governance and Leadership.**

The governing body of an EAGLE accredited organization is a responsible, informed, inclusive, and accountable body whose key roles are policy making and functioning as a fiduciary to protect the interests of the organization and its key stakeholders. It ensures the organization has a strategy for achieving the long-range mission of the organization. It recruits and selects the chief executive officer. It has independence in review and *audit* functions, as well as a performance evaluation function that monitors the performance of the organizational and the chief executive officer.

### **Actions in Support of this Principle:**

The organization fulfills all requirements to be legally qualified to provide its services, has a clearly defined governance system, and employs an effective strategic planning approach.

### **Self-Assessment Questions**

#### **4.1. Qualification: (REQUIRED ELEMENT)**

How does your organization ensure it meets all legal and regulatory requirements described in A.3 of the Organizational Overview?

*Expectations: An organization applying for its initial EAGLE accreditation or seeking to retain EAGLE accreditation is expected to:*

1. Have articles of incorporation and bylaws that are accurate, complete, comprehensive, and current. The articles of incorporation and bylaws are

expected to:

- a) Accurately reflect the current governing body's structure and its practices,
  - b) Specify the duties and responsibilities of the governing body,
  - c) Specify the mechanism for nominating and electing members of the governing body,
  - d) Specify the internal organizational structure of the governing body,
  - e) Specify any relationship between the governing body and any corporate authority superior to it, and
  - f) State the relationship with auxiliary and affiliated organizations, if any, and describes the governing body's process for approving and regularly reviewing such affiliations.
2. Hold all current licenses required in order to carry out its mission and functions;
  3. Have corrected or have corrective action plans for any citations or deficiencies affecting the licenses; and
  4. Have documented its not-for-profit status.

#### 4.2. Governing Body: (REQUIRED ELEMENT)

How does your organization:

- a. Ensure that the members of the governing body understand the board's key role as the organization's policy making body and their fiduciary role?
- b. Ensure the governing body has operating practices in place that ensure it operates in an organized, systematic, and ethical manner?
- c. Ensure the governing body is current in its knowledge of non-for-profit governance best practices?
- d. Ensure the organization's policies are consistent with those of its denominational sponsor and/or connectional unit?
- e. Ensure inclusiveness in the governing body's membership?
- f. Recruit and select its chief executive officer?
- g. Evaluate the performance of the governing body, the chief executive officer and of the organization on a regular basis?
- h. Develop and approve the succession plan for the replacement of the chief executive office (both expected and unexpected departure or from extended absence)?

*Expectations: An organization applying for its initial EAGLE accreditation or seeking to retain EAGLE accreditation is expected to have a governing body that:*

1. Understands its fiduciary role, its role as a policy making body, and the role of the chief executive officer for implementing policy;
2. Has issued a written code of ethics, and practices these ethics in the conduct of its business;
3. Has a process in place to provide a thorough orientation of the governing body's roles and responsibilities for new members of the governing body;
4. Takes part in continuing training and education to improve the members knowledge of not-for profit governance best practices, the organization, and the industry;

5. Regularly reviews and updates as needed the organization's policies manual;
6. Maintains written records of all regular and specially called meetings and of its corporate actions, to include those of its committees and task forces;
7. Strives to achieve inclusiveness, to include service organizations, business and professional organizations as well as age, race, gender, and faith affiliation;
8. Has processes in place to protect against the issues of duality or conflict of interests for members of the governing body;
9. Has a written policy statement that addresses nepotism among governing body members and staff;
10. Has a process in place to evaluate the performance of the governing body;
11. Has a formal, documented process that includes the characteristics of a qualified chief executive officer and the search and selection methodology it will use to recruit and select a chief executive officer;
12. Has a systematic and effective process of communication with the chief executive officer;
13. Has a current, written job description for the chief executive officer that is regularly reviewed and is updated as necessary;
14. Determines, with the chief executive officer, his/her annual performance goals and documents those goals;
15. Evaluates, at least annually and in writing, the performance of the chief executive officer against the written job description and annual goals;
16. Assists, as necessary, the chief executive officer in preparing his/her professional development plan; and
17. Has a written succession plan for delegating authority and designating an interim senior executive in the event of the loss or extended absence of the chief executive officer.

#### 4.3. Senior Leadership: (REQUIRED ELEMENT)

How does the chief executive officer:

- a. Deploy the vision, values, and directions set by the governing body throughout your leadership system, to the staff, clients, key suppliers and stakeholders and other publics, as appropriate?
- b. Ensure the organization performs in both a legal and an ethical manner?
- c. Ensure your organization focuses on action to accomplish the organization's objectives, improve performance, and attain your vision?
- d. Ensure an organizational culture of risk management?

Expectations: An organization applying for its initial EAGLE accreditation or seeking to retain EAGLE accreditation is expected to have:

1. A chief executive officer who understands his/her role as the implementer of policy established by the governing body;
2. A chief executive officer who leads by example;
3. Systematic and effective processes of communication between the chief executive officer and senior management, staff, clients, and the denominational sponsor and/or connectional unit of the church;

4. Processes in place that require the chief executive officer to present to the governing body a complete and timely report of the organization's legal, financial and operations status at each board meeting;
5. An up to date manual of the organization's procedures available to staff and volunteers;
6. Processes to ensure the chief executive officer, senior leaders and staff understand the organization's code of ethics, and integrates these ethical beliefs into the way in which they conduct of the organization's business;
7. Processes in place to protect against the issues of duality or conflict of interests for all staff and volunteers;
8. Implemented the governing body's written policy statement that addresses nepotism among governing body members and staff;
9. Regularly scheduled evaluations of the organization's programs and services against the organization's mission and value statements and its strategic plan; and
10. Performance review processes in place to ensure both individuals and work units focus on accomplishing the organization's objectives, maintaining a culture of risk management, improving performance and attaining the organization's vision.

#### 4.4. Strategic Planning: (REQUIRED ELEMENT)

- a. What is your organization's strategic planning process? Include in your response the key participants.
- b. How does your process ensure the strategic planning addresses the following:
  - 1) Organizational strengths, weaknesses, opportunities and threats;
  - 2) Organizational sustainability;
  - 3) Indications of shifts in client and other publics preferences, technology, the competitive or collaborative environment, and the regulatory environment; and
  - 4) Your ability to execute the strategic plan?
- c. What are your key strategic objectives and your timetable for achieving them?
- d. How does your organization develop and deploy action plans to achieve your key strategic objectives?
- e. How does your organization ensure adequate financial and other resources are available to achieve the action plans?
- f. How does your organization revise and deploy modified action plans if circumstances require change?

*Expectations: An organization applying for its initial EAGLE accreditation or seeking to retain EAGLE accreditation is expected to employ a formal strategic planning process that:*

1. Involves the governing body, the chief executive officer, senior leadership, and its organizational units;
2. Includes an evaluation of your organizational strengths, weaknesses, opportunities, and threats as well as your organization's sustainability;
3. Involves its denominational sponsor or connectional unit in developing or updating the strategic plan;

4. Deploys action plans to ensure the organization achieves its strategic objectives; and
5. Includes the regular review and updating, if necessary, of the strategic plan and related action plans.

#### 4.5. Governance and Leadership Results:

Summarize your organization's key governance and leadership results. Include evidence of achieving strategic and action plans' goals, to include fiscal accountability, ethical behavior and stakeholder trust in your senior leadership and governance. Include examples of improvements made in its governance and leadership based on review of results data and information.

*Expectations: An organization applying for its initial EAGLE accreditation or seeking to retain EAGLE accreditation is expected to:*

1. Track its current performance levels and trends in regard to its governance and leadership;
2. Use this information in its commitment to service excellence processes and its strategic planning process.

#### **Principle 5: Commitment to Excellence.**

An EAGLE accredited organization strives for service excellence through structured, on-going methodologies for assuring and improving the quality of its programs, services, facilities, and leadership. It also has formal internal processes in place to assure ethical and legal behavior in the governance system, throughout the organization, and in its interactions with clients; other publics, and stakeholders.

#### **Actions in Support of this Principle:**

The organization holds the governance body and senior leadership responsible and accountable for ensuring an organizational environment that fosters organizational performance improvement and that requires legal and ethical behavior. There is a service excellence process in place, and the organization strives to reflect best practices within the health care and/or human services fields. The organization conducts self-administered internal reviews periodically to discover what works well so that successful policies, procedures and practices may be shared throughout the organization, and to find opportunities for improvement in its policies, procedures, systems, and processes.

#### **Self-Assessment Questions**

##### 5.1. Responsibility and Accountability: (REQUIRED ELEMENT)

How does your organization:

- a. Define the roles of your organization's governing body and the chief executive officer in regard to your service excellence processes?

- b. Document the lines of responsibility and accountability for your organization's service excellence processes and communicate them to staff, clients and stakeholders?
- c. Evaluate and improve the quality of the organization's performance?

*Expectations: An organization applying for its initial EAGLE accreditation or seeking to retain EAGLE accreditation is expected to:*

1. Clearly identify the senior executive position/person within the organization's management structure responsible and accountable for the service excellence program; and
2. Evaluate the quality of the organization's services in order to improve those services, to include periodic assessments of the organization's performance by the governing body.

### 5.2. Service Excellence Plan:

How does your organization:

- a. Develop and document its service excellence plan? What levels within your organization are involved in developing that process? How does your organization ensure all operating sites, departments and programs are included in the plan?
- b. Determine what are the industry standards and best practices within the health care and/or human services fields?
- c. Ensure its service excellence plan addresses those standards and best practices?
- d. Evaluate and improve its service excellence process?

*Expectations: An organization applying for its initial EAGLE accreditation or seeking to retain EAGLE accreditation is expected to:*

1. Have a formal structured service excellence program that involves all operating locations, programs, and departments and in which staff at all levels participate;
2. Monitor industry standards and search for best practices to adapt to the organization;
3. Ensure its service excellence plan drives the organization to meet and exceed industry standards and adapt applicable best practices; and
4. Evaluate and improve its service excellence processes.

### 5.3. Organizational Learning:

How does your organization:

- a. Use self-administered, internal reviews to discover what works well so that successful policies, procedures and practices may be shared throughout the organization, and to identify opportunities for improvement (in terms of non-compliance with organizational standards, to include ethical guidelines, or performance below industry standards), and take appropriate corrective action(s).
- b. Encourage staff, volunteers, clients and their families to identify and report what works well and opportunities for improvements in the organization's policies,

- procedures, systems and processes, to include the service excellence process and ethical practices processes?
- c. Respond to improvement recommendations from staff, volunteers, clients and their families.

*Expectations: An organization applying for its initial EAGLE accreditation or seeking to retain EAGLE accreditation is expected to:*

1. Conduct periodic internal reviews in each area of the organization's operations to identify what works well so that successful policies, procedures and practices may be shared throughout the organization, as well as opportunities for improvement, and take appropriate and prompt action in response to the findings of those reviews; and
2. Have processes in place that encourage staff, volunteers, and clients and their families to identify and report what works well as well as opportunities for improvements in the organization's policies, programs, and activities, and that ensure such recommendations are reviewed and responded to appropriately.

#### 5.4. Legal and Ethical Compliance:

How does your organization:

- a. Establish and implement compliance standards and procedures?
- b. Effectively communicate the compliance standards, procedures and performance expectations to employees, volunteers, governing body members, agents and vendors?
- c. Deploy auditing and monitoring systems within the organization?
- d. Decide areas of potential risk on which to focus?
- e. Evaluate and improve the organization's compliance program?

*Expectations: An organization applying for its initial EAGLE accreditation or seeking to retain EAGLE accreditation is expected to:*

1. Effectively operate a corporate compliance program that focuses on key areas of risk and for which a senior executive position/person within the organization's management structure is responsible and accountable. Within that program are:
  - a) Published compliance standards and procedures designed to minimize the potential for wrongful conduct that are effectively communicated members of the governing body, staff, volunteers, agents and vendors; and,
  - b) Reasonable steps to ensure compliance such as monitoring and auditing systems as well as publicized means by which members of the governing body, staff, volunteers, agents and vendors can report perceived wrongful conduct without fear of retribution.
2. Consistently enforce its compliance standards through appropriate disciplinary actions;
3. Take reasonable steps to appropriately respond to detected non-compliance, to include actions to prevent recurrence; and

4. Ensure its governing body regularly reviews and modifies as necessary the compliance program.

### 5.5. Service Excellence Results:

Summarize your organization's key operational performance results that contribute to the improvement of organizational effectiveness, including client and stakeholder satisfaction. Include your current levels and trends in your key measures or indicators. Examples of such measures and indicators include, but are not limited to: client and stakeholder satisfaction survey results; performance audits; supplier and partner performance; innovation rates; job design changes; job classification changes; work layout changes; supervisory ratios; emergency exercise and/or contingency response times; and work relocation results. Include examples of improvements made in its service excellence based on review of results data and information.

*Expectations: An organization applying for its initial EAGLE accreditation or seeking to retain EAGLE accreditation is expected to:*

1. Track its current performance levels and trends in regard to its service excellence goals;
2. Use this information in its strategic planning process.

### **Principle 6: Workforce Excellence.**

An EAGLE accredited organization engages, manages, and develops its workforce to ensure all staff member are qualified, well-oriented and trained to perform their functions efficiently, effectively, and safely in support of the organization's mission. Its work environment promotes dignity, encourages and provides opportunities for professional and personal growth, conveys a Christian orientation, and emphasizes ethical relationships and interactions.

#### **Actions in Support of this Principle:**

The organization recruits, hires, and places qualified staff while ensuring inclusiveness. It promotes an organizational climate conducive to service excellence, encourages organizational and personal learning, and ensures workplace health, safety, and security. It ensures its human resources policies, procedures, and practices comply with all applicable laws and regulations, maintains an up to date documentation/manual that is available to staff.

### **Self-Assessment Questions**

#### **6.1. Qualified Staff: (REQUIRED ELEMENT)**

How does your organization:

- a. Determine your workforce capability and capacity needs, specifically what skills, competencies, staffing levels, and training are needed?

- b. Recruit, hire and place qualified new staff to meet those needs? How do your recruitment and hiring practices ensure inclusiveness of the diverse groups within your hiring community?
- c. Evaluate and improve the effectiveness of these practices?

*Expectations: An organization applying for its initial EAGLE accreditation or seeking to retain EAGLE accreditation is expected to:*

1. Regularly assess what skills, competencies, staffing levels, and training opportunities it requires in order to carry out its mission and achieve its goals;
2. Have effective processes in place that ensure it recruits, hires and assigns qualified staff in accordance with all applicable laws, regulations and ethical guidelines; and
3. Regularly evaluate the effectiveness of these processes in order to improve them.

## 6.2. Organizational Climate:

How does your organization:

- a. Promote a climate of organizational and personal learning in order to achieve and maintain service excellence?
- b. Encourage workforce development and learning in such areas as: licensing and credentialing requirements; your core competencies; achieving your organizational vision, mission, and performance objectives; performance improvements; and ensuring ethical and legal conduct.
- c. Reinforce client focus through your workforce management system?
- d. Ensure and improve workplace health, safety, privacy, and security?
- e. Support your staff through policies, services, and benefits?
- f. Prepare staff and volunteers to respond to emergencies or disasters, either within your facilities or within your community?
- g. Evaluate and improve its workforce policies, procedures, and practices?

*Expectations: An organization applying for its initial EAGLE accreditation or seeking to retain EAGLE accreditation is expected to:*

1. Have processes in place to promote a climate of organizational and personal learning
2. Have senior executives, managers and supervisors who demonstrate their personal commitment to service excellence and client focus in their daily actions;
3. Provide for (i.e., budget for, arrange and ensure attendance) appropriate in-service education and training for all staff, to include managers and supervisors;
4. Have an effective workplace health and safety program, which begins with orientation of new staff and volunteers, refresher sessions for staff, tracks accidents or other unwanted incidents, and take corrective action;
5. Protect the privacy of staff records by keeping them in an orderly manner in a secure place;
6. Support its staff by;

- a) Having a structured written performance evaluation system in which all staff members are regularly evaluated against mutually agreed upon performance goals,
  - b) Recognizing individual service excellence through awards (either monetary or non-monetary) and promoting from within,
  - c) Ensuring fair compensation,
  - d) Providing or making available an Employee Assistance Program to assist employees respond to personal problems,
  - e) Providing health insurance and/or health services to staff members,
  - f) Having a management culture that actively encourages and engages in open two-way communications with staff, and
7. Have disaster and emergency response procedures in place that are regularly reviewed and practiced or drilled.

### 6.3. Documentation:

How does your organization:

- a. Document its workforce policies, procedures, and practices? Who is the final approval authority for them? What topics are included in your written workforce policies, procedures, and practices?
- b. Ensure its workforce policies, procedures, and practices comply with all applicable laws and regulations?
- c. Ensure its workforce policies, procedures, and practices are available to all staff?
- d. Evaluate and improve the effectiveness of its documentation processes?

*Expectations: An organization applying for its initial EAGLE accreditation or seeking to retain EAGLE accreditation is expected to:*

- 1. Have written human resources policies and procedures that comply with all applicable laws and regulations, that address;
  - a) Employment of persons based on qualifications appropriate to job responsibilities, and without regard to gender, race, creed, age, national origin, or physically challenging conditions,
  - b) Comprehensive orientation of new employees,
  - c) Accurate, current, and complete personnel records securely stored,
  - d) Verification of applicable, current licensure/certification information,
  - e) Compensation system, to include wages and salary and fringe benefits,
  - f) Performance evaluation system based job descriptions and mutually agreed upon performance goals,
  - g) Disciplinary system, to include grounds for disciplinary actions,
  - h) In-service education and training programs, and outside job-related educational opportunities,
  - i) Ethical expectations, and
  - j) Grievance procedures.
- 2. Provide staff copies of the organization's human resources policies and procedure at the start of employment and obtain verification from staff that they received and understand them; and

3. Regularly evaluate the effectiveness of its documentation approach in order to improve it.

#### 6.4. Workforce Excellence Results:

Summarize your organization's key workforce excellence results, segmenting the results to reflect your workforce groups and diversity. Include your current levels and trends in your key measures or indicators. Include examples of improvements made in workforce excellence based on review of results data and information.

*Expectations: An organization applying for its initial EAGLE accreditation or seeking to retain EAGLE accreditation is expected to:*

1. Track its performance current levels and trends in regard to its performance in achieving its workforce excellence goals;
2. Use this information in its commitment to service excellence processes and its strategic planning process.

#### **Principle 7: Physical Resources Management.**

An EAGLE accredited organization exercises environmentally responsible stewardship over its land, facilities, and equipment, treating applicable governmental health and safety standards as the minimum above and beyond which the organization will operate.

#### **Actions in Support of this Principle:**

The organization ensures its physical environment meets or exceeds all applicable government health and safety codes. It practices environmental stewardship in order to help improve our environment. It conducts preventive maintenance and it ensures its facilities meet the needs of clients and staff. It has emergency/disaster plans in place.

#### Self-Assessment Questions

#### 7.1. Compliance with Government Standards: (REQUIRED ELEMENT)

How does your organization:

- a. Determine which government (federal, state, and local) regulations, standards and/or codes apply to its operations?
- b. Ensures it is in compliance with all such applicable regulations, standards and/or codes. Describe where and how your organization exceeds applicable government requirements.

*Expectations: An organization applying for its initial EAGLE accreditation or seeking to retain EAGLE accreditation is expected to:*

1. Know which federal, state, and local codes apply to its operations; and
2. Have all of its physical facilities in compliance with federal, state, and local codes.

## 7.2. Preventative Maintenance:

How does your organization:

- a. Ensure it maintains an accurate and up to date inventory of its property, facilities, and equipments, to include Information Technology/Information Security?
- b. Ensure it has a comprehensive preventive maintenance program?
- c. Evaluate and improve the effectiveness of its preventative maintenance program?

*Expectations: An organization applying for its initial EAGLE accreditation or seeking to retain EAGLE accreditation is expected to:*

1. *Have a current and accurate inventory of its land, buildings, and equipments, to include Information Technology/Information Security hardware and infrastructure resources, which is periodically reviewed by both senior management and the governing body;*
2. *Operate a comprehensive preventative maintenance program for the upkeep, repair and replacement of buildings and equipment, to include Information Technology/Information Security equipment;*
3. *Properly register, license, insure, and maintain all vehicles owned and/or operated by the organization;*
4. *Maintain a current list of software licenses and installation records; and*
5. *Evaluate the effectiveness of its preventive maintenance program in order to improve.*

## 7.3. Appropriate and Accessible:

How does your organization:

- a. Ensure its facilities and equipment meet the needs of clients and staff, including those with special needs?
- b. Evaluate and improve the effectiveness of its facilities and equipment in meeting client and staff needs?

*Expectations: An organization applying for its initial EAGLE accreditation or seeking to retain EAGLE accreditation is expected to:*

1. *Provide sufficient space, equipment, and storage for all programs it offers;*
2. *Have facilities accessible to the physically challenged;*
3. *Develop and maintain its grounds in a manner that makes them not only useful to clients but also safe and aesthetically pleasing;*
4. *Utilize common area rooms to encourage client involvement and socialization; and*
5. *Evaluate how well its facilities and equipment meet client and staff needs in order to improve.*

## 7.4. Emergency Preparedness: (REQUIRED ELEMENT)

How does your organization:

- a. Plan for emergencies or disasters affecting its facilities, equipments and its Information Technology/Information Security functions?
- b. Ensure staff and volunteers are knowledgeable of their duties and responsibilities to minimize negative effects on clients, facilities, and themselves in the event of a disaster or other emergency?
- c. Evaluate and improve the effectiveness of its emergency preparedness?

*Expectations: An organization applying for its initial EAGLE accreditation or seeking to retain EAGLE accreditation is expected to:*

1. Develop and regularly review emergency/disaster plans for the following types of emergencies or disasters:
  - a) Natural disasters, i.e., flood, hurricane, tornado, fire, and earthquake,
  - b) Epidemic/contagious outbreaks,
  - c) Workplace violence,
  - d) Bomb threats, explosions, and terrorist or acts of random violence,
  - e) Chemical spills,
  - f) Nuclear contamination, and
  - g) Others unique to the organization.
2. Have emergency/disaster plans that address business continuity and the conduct of Information Technology/Information Security operations, to include identification of all hardware, software, and data backups necessary to implement operations in an evacuation situation;
3. Regularly review its emergency/disaster preparedness plans with staff and clients;
4. Post emergency responses and evacuation plans throughout the facility in places visible to clients and staff;
5. Hold emergency response and evacuation drills involving clients and staff on a regular basis; and
6. Evaluate the effectiveness of its emergency preparedness and disaster planning in order to improve.

### 7.5. Environmental Stewardship:

How does your organization:

- a. Promote an organizational commitment to environmental stewardship in order to reduce the organization's carbon foot-print?
- b. Reinforce environmental stewardship through policies, services, and benefits?
- c. Encourage staff and volunteers to participate in environment stewardship activities within its community?
- d. Evaluate and improve its environmental stewardship policies, procedures, and practices?

*Expectations: An organization applying for its initial EAGLE accreditation or seeking to retain EAGLE accreditation is expected to:*

- i. Demonstrate a serious commitment to practicing environmental stewardship;

2. Carry out its physical facilities operations in the most environmentally friendly manner available to the organization;
3. Evaluate the effectiveness of its environmental stewardship practices in order to improve.

### **Principle 8: Financial Resources Management.**

An EAGLE accredited organization exercises responsible stewardship over its assets, liabilities, and risks.

#### **Actions in Support of this Principle:**

The organization practices sound financial management, provides benevolent/charitable care, and effectively manages risk.

#### **Self-Assessment Questions**

##### **8.1. Legal and Ethical Compliance:**

How does your organization:

- a. Determine which laws and regulations are applicable to its financial management processes?
- b. Ensure its financial management procedures are in compliance with applicable laws and regulations?
- c. Ensure its practices sound procedures of its financial resources that assure the maximum benefit to the organization in both the short and longer term?

*Expectations: An organization applying for its initial EAGLE accreditation or seeking to retain EAGLE accreditation is expected to:*

1. Know which laws, regulations and ethical guidelines apply to its financial management processes;
2. Follow generally accepted accounting principles under the direction of qualified staff or consultant accountant;
3. Have an annual audit prepared by an independent certified public accountant selected by the governing body. The auditor reviews the audit with the governing body and prepares an annual management letter which is also reviewed by the governing body;
4. Have a governing body that regularly analyzes the organization's financial condition;
5. Develop its annual operating budget, including a cash flow projection and balance sheet, through a formal procedure that involves all levels of management and approved by the governing body;
6. Have formal procedures by which the governing body develops and approves capital budgets and longer-range financial plans;
7. Prepare monthly or bi-monthly documented financial reports that compare actual to budget and an analysis of significant variances that is reviewed by the governing body or appropriate management committee;

8. Publish an annual report of activities to include a financial report;
9. Provide a monthly report of relevant financial information to all members of the management team, who review and assess these reports at least quarterly;
10. Maintains good standing with its creditors;
11. Be in compliance with bond and debt covenants;
12. Have a funded depreciation account in anticipation of costs regarding major repairs to, or replacement of facilities, utilities, operating systems, and/or major equipment, or have adequate reserve to cover current and future capital costs;
13. Have a formal policy that addresses the investment of reserve funds, and invest those funds in accordance with that policy;
14. Provide clients a written admission agreement and rate sheet defining their financial responsibilities at or prior to admission;
15. Deliver a monthly statement of charges to clients;
16. Provide clients (and/or their legal guardian, representative, guardian-ad-litem) at least a 30-day advance notice of any rate structure changes;
17. Periodically inform potential clients of changes in the organization's programs, facilities, and rate structure;
18. Segregate funds held in trust for clients from operating accounts, and regularly account for those funds;
19. Properly manage and account for designated and/or restricted gifts;
20. Inventory supplies and food at least annually to verify their existence and value;
21. Network with other organizations, consortiums, systems, or associations in an effort to improve purchasing power and to obtain benefit of other group services such as insurance or access to capital; and
22. (This applies only to organizations with Older Adult Ministries.) Have resident contracts that provide for full payment of services on a daily or monthly basis, and if any portion is funded by lump sum payment at time of admission or by advance funding included in a monthly fee, determine annually through a qualified outside professional that there are adequate reserve funds.

## 8.2. Benevolent/Charitable Care:

How does your organization:

- a. Decide when and to whom it will provide benevolent or charitable care?
- b. Provide benevolent or charitable care or extend support or special services to persons unable to pay the full cost of care, to persons who have exhausted their private resources, and to those for who governmental program support are unavailable or insufficient, consistent with its ability to provide such services.

Expectations: An organization applying for its initial EAGLE accreditation or seeking to retain EAGLE accreditation is expected to:

1. Have a formal policy regarding the provision of benevolent or charitable care services;
2. Completely offset benevolent or charitable care service expenses through gift funds, select income producing assets, and/or charge structure margins;

3. *Ensure that benevolent or charitable care funds are not used to subsidize clients who do not qualify for them, i.e., exceed income thresholds; and*
4. *Assist persons unable to pay for services when governmental program and/or third-party payer support is unavailable or insufficient.*

### 8.3 Risk Management: (REQUIRED ELEMENT)

How does your organization systematically manage liability and risks in order to protect the interests of clients, staff, and stakeholders and to ensure the ability of the organization to carry on its Christian mission?

*Expectations: An organization applying for its initial EAGLE accreditation or seeking to retain EAGLE accreditation is expected to:*

1. *Have an effective risk management plan;*
2. *Hold appropriate and adequate insurance coverage, to include:*
  - a) *Personal property,*
  - b) *Business interruption,*
  - c) *Extra expense (in case of disaster),*
  - d) *Employee dishonesty,*
  - e) *Loss of money/securities,*
  - f) *Deposit forgery,*
  - g) *Comprehensive general liability- Personal injury and property damage,*
  - h) *Non-owned and hired auto liability,*
  - i) *Owned vehicle liability,*
  - j) *Professional liability,*
  - k) *Medical payments,*
  - l) *Extended bodily injury,*
  - m) *Directors' and officers' liability,*
  - n) *Civil liability,*
  - o) *Staff bonding,*
  - p) *Employment practices,*
  - q) *Other unique to the organization's needs.*
3. *Have a formal procedure for periodically obtaining coverage at competitive rates;*
4. *Require its contracted professional and medical staff to carry individual professional liability insurance;*
5. *Have an organized safety program to limit loss and liability; and*
6. *Regularly evaluate the effectiveness of the risk management program in order to improve.*
7. *Regularly review and improve its staff support processes.*

### 8.4 Financial and Marketplace Results:

Summarize your organization's key financial and marketplace performance results by market segments or client and stakeholder groups, as appropriate. Include your current levels and trends in your key measures or indicators. Examples of measures and indicators include, but are not limited to: return on investment; operating margins;

liquidity; debt-to-equity ratio; days cash on hand; asset utilization; cash flow and bond ratings.

*Expectations: An organization applying for its initial EAGLE accreditation or seeking to retain EAGLE accreditation is expected to:*

- 1. Track its performance current levels and trends in regard to its performance in achieving its financial and marketplace goals;*
- 2. Use this information in its commitment to service excellence processes and its strategic planning process.*

### **Principle 9: Information Management and Security.**

An EAGLE accredited organization diligently protects the privacy and confidentiality of client and staff data and information. It collects data and information necessary for the efficient and effective operation of the organization, and uses such information in order to improve organizational performance. Its information management and security practices are consistent with all applicable laws and regulations.

#### **Actions in Support of this Principle:**

The organization establishes procedures consistent with applicable laws and regulations to prevent unauthorized access to client and staff data and information and to collect only the data and information necessary for the efficient and effective operation of the organization. It uses this information to review and improve organizational performance.

#### **Self-Assessment Questions**

##### **9.1. Privacy and Confidentiality: (REQUIRED ELEMENT)**

How does your organization:

- Determine which information management, security, or privacy laws and regulations are applicable to it?
- Ensure its information and records handling processes are in compliance with all applicable laws and regulations?
- Address user access/authentication and intrusion prevention?
- Store data and information, whether in paper or electronic form?

*Expectations: An organization applying for its initial EAGLE accreditation or seeking to retain EAGLE accreditation is expected to:*

- 1. Know what information management, security or privacy laws and regulations apply to it; and*
- 2. Have written information management and security policies and procedures that comply with all applicable laws and regulations that protect not only the privacy and confidentiality of staff and client data and information, but also protect the confidentiality of business records as appropriate.*

##### **9.2. Use of Information:**

How does your organization:

- a. Measure, analyze, review and improve its organizational performance through the use of data and information at all levels?
- b. Ensure the accuracy of data and information, electronic or paper based?
- c. Ensure the quality and availability of information to authorized recipients while protecting client and staff privacy?
- d. Ensure continued access to needed information in the event of an emergency or disaster?

*Expectations: An organization applying for its initial EAGLE accreditation or seeking to retain EAGLE accreditation is expected to:*

1. *Select, collect, and analyze data and information to track organizational performance against its strategic objectives and the goals of its action plans;*
2. *Have processes in place to ensure the accuracy of its data and information;*
3. *Translate organizational performance review findings into priorities for continuous improvements or opportunities for innovation;*
4. *Have procedures in place to ensure that needed data and information are available to staff, volunteers, clients, vendors, and other publics as appropriate while protecting the privacy of staff and client data and information.*
5. *Have policies and procedures in place to protect personal data of clients and staff, such as Social Security Numbers, Employee ID Numbers, credit card numbers, and bank routing numbers so as to prevent identify theft; and*
6. *Have back up systems in place to ensure continued availability of hardware and software systems and the continued availability of needed data and information in the event of an emergency or disaster.*

### 9.3. Processes:

How does your organization:

- a. Ensure data and information is accessible to authorized persons on a timely (i.e., when needed) basis?
- b. Ensure its hardware and software are current, reliable, secure, and user-friendly?
- c. Document, maintain, and distribute its policies, processes, and procedures?
- d. Ensure it will be able to continue business operations in the event of a partial or complete loss of electronic systems functions?
- e. Evaluate and improve its information management and security processes?

*Expectations: An organization applying for its initial EAGLE accreditation or seeking to retain EAGLE accreditation is expected to:*

1. *Have processes and procedures in place to ensure its data and information is accessible, accurate, timely, reliable, and secure;*
2. *Have processes and procedures in place to ensure it will be able to continue business operations in the event of a partial or complete loss of electronic systems functions;*

3. *Ensure its hardware and software are staff-friendly, up to date, well-maintained, and secure from unauthorized access;*
4. *Maintain a current list of contacts for vendors, contractors and Information Technology/Information Security support personnel external to the organization; and*
5. *Regularly evaluate the effectiveness of its information management and security processes in order to improve.*

### **Principle 10: Markets and Clients.**

An EAGLE accredited organization has an integrated marketing and public relations program that effectively positions it to respond to the needs of target markets, and furthers the operational and strategic goals of the organization.

#### **Actions in Support of this Principle:**

The organization identifies its primary target markets, and articulates its goals in the areas of public relations, development and marketing for those markets, ensuring its activities comply with applicable laws, regulations and ethical standards. The organization's governing body periodically reviews the public relations, fund raising and marketing activities. There is a designated staff to carry out these activities. There is a fund raising program that ensures adequate funding for current and future needs. The organization assesses its public image and market position.

#### **Self-Assessment Questions**

##### 10.1. Legal and Ethical Compliance:

How does your organization:

- a. Determine which government laws and regulations and/or industry ethical guidelines apply to its public relations, fund raising, and marketing activities?
- b. Ensure its public relations, fund raising and marketing activities comply with all applicable such regulations and ethical guidelines?

*Expectations: An organization applying for its initial EAGLE accreditation or seeking to retain EAGLE accreditation is expected to:*

1. *Know what laws, regulations, and ethical guidelines apply to it;*
2. *Have written public relations, fund raising, and marketing activities policies and procedures that comply with all applicable laws, regulations, and ethical guidelines; and*
3. *Carry out its public relations, fund raising, and marketing activities in compliance with those policies and procedures.*

##### 10.2. Approach:

How does your organization:

- a. Identify the needs of its primary target markets?
- b. Develop and articulate goals in the areas of public relations, development and marketing for those markets? Who participates in that process?
- c. Ensure its governing body is aware of the organization's public relations, fund raising and marketing approaches and activities?
- d. Select or designate staff to manage and operate its public relations, fund raising and marketing activities? How are board and staff members involved in the agency's public relations, development and marketing efforts?
- e. Evaluate and improve the effectiveness of its public relations, fund raising and marketing activities?

*Expectations: An organization applying for its initial EAGLE accreditation or seeking to retain EAGLE accreditation is expected to:*

1. Have processes in place to identify the needs of its primary target markets, to include two-way communications with its various publics;
2. Have a written plan that addresses its public relations, fund raising, and marketing needs;
3. Balance sharing stories about clients while respecting client confidentiality, to include securing client/guardian permission to share individual stories or images;
4. Ensure that marketing materials are accurate and consistent with the organization's mission and values;
5. Have a public relations crisis communication plan integrated into the organization's overall emergency/disaster response plan;
6. Designate qualified staff to manage and operate its public relations, fund raising, and marketing activities, and provide continuing education and training to ensure the staff carries out these activities in a lawful and ethical manner;
7. Have processes in place to ensure the governing body is aware of the organization's public relations, fund raising, and marketing approaches and activities, monitors objectively the organization's public image and market position, and tracks the results of these approaches and activities;
8. Actively involve members of the governing body and staff in public relations, fund raising, and marketing activities; and
9. Regularly evaluate the effectiveness of its public relations, fund raising and marketing activities in order to improve.

### 10.3. Fundraising: (REQUIRED ELEMENT)

How does your organization:

- a. Identify clear financial targets for its fund raising program to ensure adequate funding to meet current and future needs?
- b. Ensure it adheres to nationally established ethical guidelines and procedures for fundraising?
- c. Manage contributions, from receipt to acknowledgement, to assure donor's confidentiality? How does the organization inform the donor, when appropriate, of IRS implications?
- d. Respond to in-kind, planned or deferred gifts, or other unique gift options?

- e. Manage its mailing (postal and e-mail) lists and other customer data to ensure privacy?
- f. Ensure confidentiality in the electronic transfer of gifts or information?
- g. Ensure that information posted electronically through its websites or other mechanisms is secure.

*Expectations: An organization applying for its initial EAGLE accreditation or seeking to retain EAGLE accreditation is expected to:*

1. Identify clear financial targets the achievement of which will contribute to organization's overall success in achieving its mission;
2. Adhere to nationally established ethical guidelines and procedures for fundraising;
3. Have procedures for the handling, receipt and acknowledgment of contributions that assure donors' confidentiality;
4. Register in the appropriate jurisdictions for authorization to solicit planned gifts such as annuities, insurance trusts, and pooled income/funds;
5. Have policies and procedures regarding the acceptance of gifts-in-kind, the valuation and accounting for such gifts, and the tracking of their disposition that are reviewed periodically;
6. Have policies and procedures regarding receipt of planned/deferred gifts;
7. Have a policy on mailing list development and utilization that is available to donors;
8. Provide donors with documentation to satisfy IRS regulations regarding their gifts; and
9. Have information security procedures in place to ensure the security and confidentiality of electronic transfers of gifts or information and to ensure that its website is secure.

## **EAGLE Accreditation Stages**

EAGLE accreditation has three major components. These components reflect the EAGLE Commission's beliefs that:

- Organizational excellence is best motivated by introspective self assessment;
- External verifications of participating organizations should be conducted by trained and experienced peer professionals; and
- Participant organizations best respond to written assessment reports that clearly document Commendations and Opportunities for Improvement.

The components are:

1. An internal analysis and self-study conducted by the organization using the Organizational Overview, Principles, Actions in Support, and Self-Assessment Questions and Expectations developed by the EAGLE Commission.
2. A two step peer review conducted by a select team of trained peer reviewers, who are experienced executives and representatives from

denominational sponsors and/or connectional units.

3. The final, EAGLE Commission written report-of-findings, addressed to the governing body, drafted by the peer review team and edited and verified by the EAGLE Commission that contains a distinct listing of Commendations and Opportunities for Improvement.

#### *Internal Analysis and Self-Study (Self-Assessment)*

The EAGLE Commission believes that the organization itself, its governing body, senior leaders, staff, volunteers, and clients know and understand most acutely the strengths and weaknesses of their operation. The Commission also understands that this collective awareness is often lost among or overshadowed by the myriad decisions and details that consume everyone's time and attention during routine business proceedings. Therefore, the Commission based its initial process step upon the premise that each participant organization will deliberately take time, establish a formal process and conduct an extensive, internal analysis and self-study, commonly referred to as the "self-assessment." This practice permits members of the governing body, senior leaders, staff, volunteers, and clients (where appropriate) to become acutely aware and/or personally reacquainted with their organization's unique strengths and specific weaknesses.

A valuable result from pursuing EAGLE accreditation is active engagement in this process by members of the organization's governing body. EAGLE expects significant involvement by members of the governing body to guide and direct staff, volunteers and clients (where appropriate) in completing the self-assessment stage.

#### *Two Step Peer Review*

The second EAGLE component is the peer review, which is a two step process:

- The peer review team, consisting of the trained EAGLE Commission representatives assigned to the organization, reads, rates, and scores the organization's self-assessment report. If the rating qualifies the organization for the next step, the peer review team may forward clarification questions to the organization in preparation for the on-site visit.
- For those organization that qualify for the on-site verification visit, often called the "site visit" or "peer review team visit," the peer review team visits the grounds and operations of the organization. The purposes are to follow up on the clarification questions sent by the team and to verify, by means of direct, personal observation, the documentation and practices described in the organization's self-assessment report.

Members of the peer review team are individually selected to serve in this capacity, with regard to their specific skills, professional experiences and abilities to share relevant insights with the organization. Peer reviewers serve as ambassadors of the EAGLE

process and the EAGLE Commission, and represent the purpose and values of EAGLE accreditation.

A significant benefit to organizations from this stage is that peer reviewers may later share, upon invitation, consultative feedback with the participating organization. Such feedback generally provides valuable, professional insights or key data from experienced colleagues, who themselves, are trained professionals from similar ministries.

### *Written Peer Review Team Report, and the EAGLE Commission's Report-of-Findings*

The third component is the written report-of-findings known as the peer review team report. The peer review team drafts this document during its site visit to the participant organization. The peer review team verbally shares each element of this report with the organization during the peer review team's exit conference, to include general observations, and specific Commendations and Opportunities for Improvement. The team may also invite the organization to submit possible Best Practices and Innovation items for consideration by the Commission, if the organization had not mentioned these in the self-assessment.

The peer review team submits its report to the EAGLE Commission for consideration during the Commission's next regularly scheduled meeting. Prior to that meeting, Designated Readers (Commission members assigned responsibility for learning details about the organization and assessing the peer team report), study the peer review report, and then present it with their recommendation to the full Commission for accreditation consideration.

Following consideration of the peer review team report and the recommendation of the Designated Readers, the EAGLE Commission prepares and forwards a written report-of-findings to the organization's governing body chairperson and chief executive officer. This EAGLE Commission report-of-findings contains feedback regarding organization policies, procedures, its financial condition and operations from an objective, accrediting perspective. This report-of-findings also conveys the final listing of Commendations and Opportunities for Improvement regarding the organization's standing in comparison to EAGLE Principles, and acknowledges the submission of Best Practices and Innovations the organization may have submitted.

## **EAGLE Peer Review Teams**

One cornerstone of EAGLE accreditation is the large pool of trained, diverse and highly skilled volunteers, called Peer Reviewers. From this pool of dedicated professionals, individual reviewers are assigned to teams of 2 (for cooperative process teams) or 3 (for a typical EAGLE only process), or up to 6 persons (for complex, multi-site processes) to conduct site visits.

A typical three-member team generally consists of: two experienced health care or

human service executives and one member knowledgeable about the applicant organization's denominational sponsor or connectional unit.

The EAGLE Commission staff selects the peer review team members, in consultation with the applicant organization, and in cooperation with CARF-CCAC or COA whenever a cooperative site visit process is being designed. The applicant organization, usually through its chief executive officer, has the right of refusal regarding assignment of any peer reviewer who may constitute a duality or represent a potential conflict.

Peer Reviewers serve as the "eyes and ears" of the accreditation process. They determine if the applicant organization meets or exceeds the performance levels expected by EAGLE accreditation Principles. They record their findings about the organization's performance using a special, weighted rating system supplemented by ratings-driven Topic scores. The peer review team reports its findings, through the Designated Reader, to the EAGLE Commission, which is solely responsible for granting accreditation status.

## **EAGLE Accreditation Evaluation Approach**

The applicant organization's EAGLE assessment is measured by use of a weighted rating system supplemented by ratings-driven Topic scores. This weighted system serves to verify that the organization does, in fact, operate at or exceeds accepted levels of achievement established by the EAGLE Commission.

### *Methodology for Determining Achievement*

To achieve EAGLE accreditation, the applicant organization must demonstrate to the satisfaction of the peer review team and ultimately the EAGLE Commission through its self-assessment report and during the peer review site visit that it has appropriately addressed all applicable Topics and conducts its operations in accordance with each EAGLE Principle. Our methodology employs specific minimum rating requirements for all applicable Topics, supplemented by ratings-driven Topic scores. (Discussed below in **Accreditation Status Levels.**)

There are fifty-three (53) Topics to be addressed, six (6) in the Organizational Overview and forty-two (42) in the Principles. Each has an initial value of ten points. Within these 53 Topics, there are eighteen (18) mandatory elements, which are identified as Required Elements. Each Required Element has an additional value of 5, bringing the total value of a Required Element to 15 points. The total number of points available to an organization that fully meets or exceeds expectations on every Topic is 620. The Required Element Topics are:

- Overview: A.3. Legal and Regulatory Environment
- Principle 1: 1.1. Mission Statement  
1.4. Denominational Sponsor(s) and/or Connectional Unit(s)
- Principle 2: 2.1. Client Identification  
2.2. Service Plans

- 2.3. Client Rights and Responsibilities
- 2.4. Spiritual Life, Religious and/or Pastoral Care
- Principle 4: 4.1. Qualification
- 4.2. Governing Body
- 4.3. Senior Leadership
- 4.4. Strategic Planning
- Principle 5: 5.1. Responsibility and Accountability
- Principle 6: 6.1. Qualified Staff
- Principle 7: 7.1. Compliance with Government Standards
- 7.4. Emergency Preparedness
- Principle 8: 8.3. Risk Management
- Principle 9: 9.1. Privacy and Confidentiality
- Principle 10: 10.3. Fundraising

During the first step of the peer review process, Peer Reviewers rate each Topic response in the Organizational Overview and the Principles by completing the rating statement below by selecting the phrase that most nearly reflects their findings:

Based on the organization's description of their processes and procedures in regard to this Topic, my preliminary judgment is that the organization is:

- Not meeting** the requirements of the applicable questions and expectations – Rating value = **0.**
- Beginning to meet** the applicable requirements of the applicable questions and expectations – Rating value = **.1**
- Adequately meeting** most of the applicable requirements of the applicable questions and expectations – Rating value = **.4**
- Substantially meeting** the applicable requirements of the applicable questions and expectations – Rating value = **.7**
- Fully meeting or exceeding** all of the applicable requirements of the applicable questions and expectations – Rating value = **1**

After they complete their site review, Peer Reviewers compile their final ratings. For each Topic listed in the Organizational Overview and the Principles, they complete the rating statement below by selecting the phrase that most nearly reflects their findings:

Based on the organization's description of their processes and procedures in regard to this Topic and my observations during my site visit at the organization, my final judgment is that the organization is:

- Not meeting** the requirements of the applicable questions and expectations – Rating value = **0.**
- Beginning to meet** the applicable requirements of the applicable questions and expectations – Rating value = **.1**
- Adequately meeting** most of the applicable requirements of the applicable questions and expectations – Rating value = **.4**
- Substantially meeting** the applicable requirements of the applicable questions and expectations – Rating value = **.7**

**Fully meeting or exceeding** all of the applicable requirements of the applicable questions and expectations – Rating value = 1

The **score** for each Topic is the Topic's point value multiplied by the rating value. For example, the score for a Topic with a point value of 10 receiving a rating of **Substantially meeting** all of the requirements (.7) would be 7.

In addition to assigning ratings for each Topic, Peer Reviewers may enter both "Commendations" and "Opportunities for Improvement" for each Topic in the Peer Review Team's final report.

- A Commendation recognizes accomplishments, policies and/or practices that the Peer Reviewers believe are very good and warrant consideration by other organizations.
- An Opportunity for Improvement will point out an area the Peer Reviewers believe needs attention to better meet EAGLE standards. How to address an Opportunity for Improvement is left to the organization to decide.

The Peer Review Team may also recommend items for the Best Practice and/or Innovation Awards consideration by the Commission.

### **Accreditation Status Levels**

The four EAGLE accreditation status levels are:

- **Not Accredited:** The organization does not meet the required minimum Topic rating requirements for accreditation, and has a total score of 140 or less.
- **EAGLE Candidate:** The organization does not meet all the minimum Topic rating requirements and has a total score ranging from 141 to 320. EAGLE Candidate is not an accreditation, but it is recognition that the organization is striving to achieve accreditation and is believed to have the potential to become accredited. Designation as EAGLE Candidate provides the organization a one year period of opportunity to make the improvements necessary to achieve EAGLE Accredited status. If the organization makes the necessary improvements within the one year period, the official date of accreditation will be the date of the initial determination of EAGLE Candidate status.
- **EAGLE Accredited:** The organization meets or exceeds the minimum required Topic ratings for accreditation – all Required Element Topics are rated at least "Substantially meeting..." and all other Topics are rated at least "Adequately meeting...", and thus has a total score ranging from 321 and 500.
- **EAGLE Accredited with Commendation:** The organization meets or exceeds the minimum Topic ratings for accreditation with commendation – all Required Elements are rated "Fully meeting or exceeding..." and all other Topics are rated at least "Substantially meeting..." and thus has a total score ranging from 501 to 620.

**Note:** The value of the total score is that it provides a reference point of where the organization stands within its accreditation status level.

**Site Visit Qualification:** To qualify for a site visit, an applicant organization must receive ratings of at least "Adequately meeting..." on Required Elements Topics and "Beginning to meet..." on all other Topics from the initial Peer Team's review.

**Note:** Prior to the submission of the EAGLE Application Form, an applicant organization may identify to the Commission any Topic it believes is not applicable to the organization. If the EAGLE Commission agrees with an applicant organization that certain Topics are not applicable to it, those Topics will not be addressed in the self-assessment report and therefore not rated and the scoring ranges will be adjusted accordingly.

## **EAGLE Accreditation Recognition and Term**

The Commission recognizes those organizations that achieve the levels of EAGLE Accredited and EAGLE Accredited with Commendation by awarding an appropriate plaque citing the level achieved. The plaque may be displayed in a prominent area at the organization's operating site.

Additionally, two special awards are presented at the EAGLE Gala, held each year during the national meeting of the United Methodist Association of Health and Welfare Ministries. Each award recognizes organizations that exemplify: *Best Practices* – "doing standard practices in an outstanding way," and; *Innovation* – "that acknowledges a creative and unique approach to ministry."

EAGLE Accreditation, once granted to an organization, continues for a term of four (4) years. During this term, the accredited organization is responsible for continuing to meet or exceed all EAGLE Principles, and successfully respond to all Commission requirements.

## **Appeal and Review of Non-Accreditation Determination**

The appeal and review procedure for organizations that receive a negative determination from the EAGLE Commission regarding requests for accredited status is as follows:

- The EAGLE Commission informs an applicant organization of the accreditation determination within 10 days following the conclusion of the scheduled meeting at which the determination was made.
- Any organization that receives a non-accreditation notice may initiate a review of a negative decision by submitting a written notice of dissent to the Chairperson, EAGLE Commission within thirty calendar (30) days from receipt of the non-accreditation determination notice.

- o This notice of dissent must be written on organization stationery and signed by the governing body chairperson and the chief executive officer (administrator) of the organization.
  - o It must contain a clear identification of the detailed issue(s) about which the organization is in disagreement, and a narrative statement of rationale noting why the organization believes its position and/or performance meets or exceeds the noted EAGLE Principle(s), goal(s) and self-assessment question(s) in dispute.
- The EAGLE Commission, within thirty (30) days of the receipt of a notice of dissent, convenes a meeting of the Commission for the sole purpose of considering the organization's notice. Such EAGLE Commission reviews are guided by the Designated Readers, who provide the Commission with a detailed analysis of the organization's notice of dissent, and a presentation regarding the merits of said notice. Deliberations by the Commission on such matters are conducted in closed session and in strict confidence. At its sole discretion, the EAGLE Commission is authorized to respond to notices of dissent in any one of three (3) select ways. The Commission acts to select one of the following response options and notifies the applicant organization of its decision within five (5) days following adjournment of the EAGLE Commission meeting. The Commission may, upon completing review of new/additional data from/about the applicant organization;
    1. Concur with original finding(s); determine EAGLE accredited status is not conveyed;
    2. Amend original finding(s); determine EAGLE accredited status is conveyed;
    3. Require additional information and/or a subsequent site re-visit to further assess compliance with the Principles, Goals and operating expectations of EAGLE and/or the EAGLE Commission. Any subsequent (second-visit) peer review team includes one, but no more than one, member from the previous peer review team. The format for any subsequent site re-visit is determined through mutual agreement between the EAGLE Director and the governing body chairperson and chief executive officer of the applicant organization, and may include a full site re-visit, or an issue/site/program specific review, as may be indicated by the previous EAGLE Commission report-of-findings.

The subsequent site re-visit is scheduled to occur within 45 days of action by the EAGLE Commission to authorize such a visit. No fee is charged for such re-visits however, related costs for travel, housing and incidental expenses of the subsequent peer review team members are the responsibility of the applicant organization. The peer review team must, within 3 days of completing the site re-visit, submit a written report of findings to the EAGLE Commission.

This response option requires a second, subsequent meeting of the EAGLE Commission for the express purpose of assessing the new peer review team report and preparing a final, written report of findings. The final determination of

the EAGLE Commission is conveyed by written notice to the applicant organization within ten (10) days following conclusion of any subsequent site visit. The determination of the EAGLE Commission in this regard is final.

## **Annual Maintenance Fees and Report Requirements**

In order to remain accredited, each EAGLE accredited organization shall submit at the beginning of each accreditation year:

- The maintenance fee established by the Commission; and
- A complete annual report to the EAGLE Commission by the deadline assigned by the Commission for the organization. The report is to follow the format provided in Attachment 2: EAGLE Accredited Organization Annual Report Form. The purposes of the report are to ensure the Commission is aware of any changes for the organization since accreditation or the previous annual report that might affect the organization's accredited status, and to follow the organization's progress in taking advantage of the Opportunities for Improvement noted during the Peer Review.

Failure to submit either or both by the date due will result in suspension of accreditation status and may lead to revocation of that status.

## **Suspension/Revocation of Accreditation Status**

The EAGLE Commission reserves the right to suspend or revoke accredited status for violation of any Commission policies or procedures it deems significant and/or actions determined to be detrimental to EAGLE, the accreditation process, or to the United Methodist Association of Health and Welfare-Related Ministries.

The EAGLE Commission will immediately suspend or revoke an organization's accreditation status in response to any of the following scenarios:

1. Sale or transfer of ownership of an accredited site.
2. Revocation of state operating license.
3. Involuntary loss or revocation of adjunct accreditation, (COA, CARF-CCAC, JCAHO).
4. Filing for bankruptcy.
5. Loss or revocation of denominational sponsor or connectional unit relationship.
6. Failure to submit a complete Annual Report to the EAGLE Commission by the due date established by the Commission.

The EAGLE Commission will post a notice of suspension or revocation on its website. An organization whose accreditation has been revoked is expressly prohibited from representing itself as an EAGLE accredited organization.

The EAGLE Commission may, upon request, provide consultative resources to the organization's governing body, denominational sponsor or connectional unit. All expenses incurred for such assistance is the responsibility of the requesting EAGLE organization or denominational sponsor or connectional unit.

### **Follow Up – Ongoing Records – Review Criteria**

The accredited organization is obligated to contact the EAGLE Commission office immediately, and in writing, to report the occurrence of any of the following events between receipt of EAGLE accreditation and the next scheduled peer review team visit:

1. Change of chief executive officer;
2. Change of mission;
3. Change of ownership;
4. Change of relationship statement with its denominational sponsor(s) or connectional unit(s);
5. Major life safety code deficiencies/violations noted in local, state and/or federal surveys.
6. Work-related incident involving accidental loss of life or serious injury
7. Major lawsuits involving safety, quality of care or financial stability of the organization;
8. Major adverse financial changes in the organization's posture;
9. Corporate restructure.
10. Any event and/or allegation that may subject the organization to regulatory review, media analysis and/or negative public scrutiny. Examples of such an event and/or allegation include: accusation of fiscal mismanagement; allegation of staff gross misconduct, inferior care quality; abuse, or the unexpected death or serious physical or psychological injury of a resident/client.

The EAGLE Commission will then determine whether the organization may be subject to ongoing, active monitoring by the Designated Readers and/or further review by an ad hoc peer review team, including the potential of an interim site visit conducted at the expense of the accredited organization.

### **EAGLE Process Confidentiality**

All information, whether printed, electronic or gained by direct observation, pertaining to any organization participating in EAGLE accreditation activities is held in strict confidence, including information related to the quality and type of services rendered, facility conditions, corporate structure, management style, governance structure, or public image.

## Application Steps and Timelines

### 1. Decision to Apply.

An organization contacts the EAGLE Commission for information about EAGLE and what it should do to prepare for EAGLE Accreditation Process. After considering this information, the organization, with the approval of its governing body, decides to apply.

**Timeline:** None.

### 2. Application.

The organization completes the EAGLE Application Form, which is attached to this document, and submits it directly to the EAGLE Commission. The Application Form must be accompanied by a participation deposit, equal to one-half of the accreditation fee, which is non-refundable. The Application Form must be signed by both the Chairperson of the governing body, and the Chief Executive Officer.

Note: Prior to submitting the EAGLE Application Form, the organization may identify to the Commission any Topics it believes is not applicable to it. If the Commission agrees, the organization will not address those Topics in its self-assessment.

**Timeline:** There is no timeline on completing the Application Form. Submission of the Application Form to the EAGLE Commission starts the one year timeframe from the date on the Application Form within which the organization is expected to complete the self-assessment phase and submit its self-assessment report to the EAGLE Commission. Typical completion times have been between three and twelve months.

### 3. Self-Assessment.

The organization conducts the self-assessment phase of the accreditation process, which includes gathering data, adjusting/adopting policy-procedure statements to comply with EAGLE Principles. The organization writes its self-assessment report and sends copies to the EAGLE Commission. Note: Self-assessment reports must be on CDs, in either Microsoft Word (Compatible) or in PDF.

In order to eliminate duplicate work for applicant organizations seeking concurrent accreditations with EAGLE and another recognized accrediting organization, the Commission requires such organizations, to:

- a. Respond only to those Topics not addressed or not sufficiently addressed by the other organization's accreditation standards; and
- b. Submit a copy of the accreditation review by the other organization as

a part of its EAGLE self-assessment.

**Note:** The final EAGLE accreditation decision will be withheld until receipt of the results of the other organization's review.

For concurrent accreditation with COA, the twenty (20) EAGLE Topics to be addressed are:

- A.1. Purpose:
- A.2. Human Resources and Physical Facilities:
- A.3. Legal and Regulatory Environment: (REQUIRED ELEMENT)
- A.4. Relationships:
  
- B.1. Operating Environment
- B.2. Performance Improvement
  
- 1.1. Mission Statement: (REQUIRED ELEMENT)
- 1.2. Vision Statement:
- 1.3. Values Statement:
- 1.4. Denominational Sponsor(s) and/or Connectional Unit(s) Relationships: (REQUIRED ELEMENT)
- 1.5. Other Service Relationships:
- 1.6. Christian Mission, Religious Heritage and Values:
- 1.7. Mission-Oriented Careers:
  
- 2.1. Client Identification: (REQUIRED ELEMENT)
- 2.4. Spiritual Life, Religious and/or Pastoral Care:
- 2.8. Support Services:
  
- 3.1. Resources and Leadership:
  
- 7.5. Environmental Stewardship:
  
- 8.2. Benevolent/Charitable Care:
  
- 10.2. Approach:

For concurrent accreditation with CARF-CCAC, the twenty-three (23) EAGLE Topics to be addressed are:

- A.1. Purpose:
- A.2. Human Resources and Physical Facilities:
- A.3. Legal and Regulatory Environment: (REQUIRED ELEMENT)
- A.4. Relationships:
  
- B.1. Operating Environment
- B.2. Performance Improvement

- 1.1. Mission Statement: (REQUIRED ELEMENT)
- 1.2. Vision Statement:
- 1.3. Values Statement:
- 1.4. Denominational Sponsor(s) and/or Connectional Unit(s) Relationships: (REQUIRED ELEMENT)
- 1.5. Other Service Relationships:
- 1.6. Christian Mission, Religious Heritage and Values:
- 1.7. Mission-Oriented Careers:
  
- 2.4. Spiritual Life, Religious and/or Pastoral Care: (REQUIRED ELEMENT)
  
- 3.1. Resources and Leadership:
  
- 5.3. Organizational Learning:
  
- 7.1. Compliance with Government Standards: (REQUIRED ELEMENT)
- 7.2. Preventative Maintenance:
- 7.5. Environmental Stewardship:
  
- 8.2. Benevolent/Charitable Care:
  
- 10.1. Legal and Ethical Compliance:
- 10.2. Approach:
- 10.3. Fundraising: (REQUIRED ELEMENT)

For concurrent accreditation with JCAHO, the EAGLE Topics to be addressed by applicant organizations affiliated with the Children, Youth, and Family (CYF) Membership Section of the UMA are the twenty (20) listed above for COA concurrent accreditation.

For concurrent accreditation with JCAHO, the EAGLE Topics to be addressed by applicant organizations affiliated with the Older Adult Ministries (OAM) Membership Section of the UMA are the twenty three (23) listed above for CARF-CCAC concurrent accreditation.

**Timeline:** The Commission assembles a Peer Review Team within 90 days of the receipt of the self-assessment, and forwards the report along with the most recent Report of Findings and the organization's Annual reports since its last accreditation.

#### 4. Peer Reviews.

**Initial Peer Review:** The Commission forwards the self-assessment report, along with the most recent Report of Findings and the organization's Annual reports since its last accreditation, to the assigned peer review team. The peer review team reads, rates, and scores the report, and forwards clarification questions if

the organization qualifies for a site visit.

**Timeline:** One month from date of receipt by the Commission.

**Site Visit:** The organization hosts the peer review team, which conducts the site verification visit. The peer review team members interview the CEO, other senior leadership, and randomly selected staff from across the organization. The peer review team conducts an exit interview with the organization's CEO.

**Timeline:** Site visits typically last three to four days, and are to be completed one month from date of the completion of the Initial Peer Review.

**Peer Review Team's Final Report:** The Peer Review Team submits its Final Report to the EAGLE Commission members who has been assigned as the Designated Readers for the organization.

**Timeline:** One month from completion of the site visit.

## 5. Designated Readers Report.

The Designated Readers assess the Peer Team's Final Report, and submit their recommendations to the Commission.

**Timeline:** One month from receipt of the Peer Review Team's Final report."

## 6. EAGLE Commission Decision.

Having read the peer review team's final report and the accreditation recommendation made by the Designated Readers, the EAGLE Commission makes its decision regarding accreditation status for the organization.

**Timeline:** The EAGLE Commission meets in quarterly to consider recommendations in regard to accreditation.

## 6. Recognition of EAGLE Accreditation.

Presentation of EAGLE Plaques and certificates takes place at the annual EAGLE Gala, held in conjunction with the annual national convention of the United Methodist Association of Health and Welfare Ministries.

**Timeline:** One month from receipt of the Designated Readers Report.

## Extensions

The EAGLE Commission may grant a request for extension of a self-assessment deadline

when the applicant organization submits documentation of the obstacle(s) preventing meeting the deadline.

Also, if an organization acquires an additional site after submitting its application to the EAGLE Commission, the review, and rating processes will continue as they were when the application was submitted. The organization will have an additional six months to bring the acquired site up to EAGLE standards.

## **Self-Assessment Report Writing Guidelines**

### **General Guidelines:**

1. Those conducting the self-assessment, and those writing the report should read the entire 2011 EAGLE Accreditation Manual before starting the internal analysis and self-study.
2. Become knowledgeable of the formats of the Organizational Overview and the Principles.
3. Be thoroughly familiar with the EAGLE Accreditation Evaluation Approach. Key points:
  - a. To achieve EAGLE accreditation, the applicant organization must demonstrate to the satisfaction of the peer review team and ultimately the EAGLE Commission that it has appropriately addressed all applicable Topics and conducts its operations in accordance with each EAGLE Principle.
  - b. The first step of the two step Peer Review process is the Initial Review. In that review, Peer Reviewers will rate and score each Topic in your written application. Think of the Peer Reviewers as your customers or clients, and treat them accordingly- that is, prepare your report so as to meet and exceed their expectations. The second step is the site visit. Site visits require meeting a ratings threshold in the Initial Review. After conducting the site visit, the Peer Review Team will complete its final rating and score for each Topic.
4. In order to eliminate duplicate work for applicant organizations, EAGLE requires organizations seeking concurrent accreditation with another recognized accrediting body to:
  - a. Respond only to those Topics not addressed by the other accrediting organization, and;
  - b. Submit a copy of the results of the accreditation review by the other accrediting organization.

**NOTE:** EAGLE accreditation requires the achievement of minimum ratings for all Topics for both the Accreditation and Accreditation with Commendation levels of recognition.

## Writing the Self-Assessment Report

### 1. Submit key documents.

Make sure the applicable key documents and/or policy statements an applicant organization is expected to include in its report (see pages 10-11 above) are included in your submission.

### 2. Preparing the Organizational Overview.

- a. The Organizational Overview helps those conducting your self-assessment, those writing the application, and EAGLE Peer Reviewers better understand what is most important and relevant to your organization's mission and to its performance as a service provider.
- b. The format for the Organization Overview is directive in that it asks that you describe certain aspects of your organization and to include specific information in your description. Most, if not all of the key documents and/or policy statements called for on pages 10 - 11 above may be attached to the Organizational Overview.

### 3. Address the Principles.

- a. The Principles ask the "How" question- how your organization does specific things the Commission believes an EAGLE accredited organization needs to do. Following each set of questions are lists of Expectations. The expectations are hints to you as to what you should include in the answers to the questions, and also a hint to the Peer Reviewers what you should include in your answers. Note: The Peer Reviewers rate each Topic based on their judgment as to how well you meet the requirements of the questions **and** the expectations.
- b. Cross-reference. Cross-referencing can help those preparing your application ensure they do not omit required information and it will help Peer Reviewers see that you have provided that information. While there is no page limit for your application, there is no need to repeat information in response to one Topic when that same information is located elsewhere and may be cross-referenced. Examples:
  - Topic 1.1. Mission Statement asks questions and lists expectations in regard to how your mission statement is developed and updated. There is no requirement to restate the mission statement in Topic 1.1 because it was provided in response to Topic A.1.b. in the Organizational Overview. Your

response to Topic 1.1. should cross reference to your response for Topic A.1.b.

- Topic 6.1. Qualified Staff asks questions and lists expectations about how your organization develops and updates your recruiting, hiring, and placement policies and procedures. Many of the details of your policies may be in your Personnel or HR Policy Manual and your EOE or affirmative action policy statement (items S. and U. listed on page 10 of the 2011 EAGLE Accreditation Manual) and may be cross-referenced.

#### 4. Potential Best Practices and Innovation

You may nominate any of your organization's programs, practices, or activities you believe may qualify for the EAGLE Best Practice or Innovation Awards. Provide supportive information for each practice you nominate.

## **Glossary of Key Accreditation Terminology In the EAGLE Principles, Action In Support, and Self-Assessment Questions**

### **Accreditation**

A form of professional credentialing applied to organizations that successfully conform to or exceed a set of accepted standards for governance, management and operational performance, and outcomes. For EAGLE accreditation levels, see **EAGLE Accredited** and **EAGLE Accredited with Commendation**.

### **Applicant Organization**

An applicant organization is one that has submitted a completed application form, the non-refundable fee and the completed self-assessment documentation for review by the EAGLE Commission.

### **Audit(s)**

An audit is an evaluation of a project, process, system, or organization to assess the validity and reliability of information provided by its subject. It also assesses a system's internal control processes. An audit seeks to provide reasonable assurance that the organization's statements contain no material errors.

In the past, almost all audits were financial audits. A financial audit is an independent assessment of the relevancy and accuracy of an organization's financial statements presented by its management.

This assessment is done through two methods: by assessing internal control procedures, and, by checking the consistency of items in the books. Financial audits are generally conducted by an objective, third-party professional engaged by the governing board of an organization, to which this professional auditor makes a written report. Financial audits are routinely conducted annually.

Another type of audit increasingly employed is the environmental audit, which examines the organization's environmental performance.

An internal audit, also known as an operational audit, is a process by which an organization examines itself to become self-aware through the identification of strengths and/or opportunities that enable it to accomplish the goals it sets, and the weaknesses and/or threats that blunt its ability to accomplish goals.

## **Certification**

A form of credentialing applied to individuals, which is generally conferred by an association/professional society upon successful demonstration of qualifying skills and readiness for such recognition.

## **Civil Liability**

The more comprehensive definition under the general liability coverage, which provides financial protection against personal litigation brought against the organization over and above professional liability.

## **Client**

The consumer of services (also known as the resident or patient), or the client's legally designated representative.

## **Commendation**

An applicant organization's accomplishment, policy and/or practice worthy of specific identification and recognition by the EAGLE Accreditation Commission.

## **Community**

Community is the people of an area or region in which an organization provides services and/or solicits charitable support.

## **Concurrent Accreditations**

Accreditation with EAGLE and another recognized accrediting body such as COA, CARF-CCAC, or JCAHO. EAGLE candidates for concurrent accreditation need only to respond to those Topics the Commission has decided are not addressed by the organization's standards. This term replaces what was called "joint" or "cooperative" reviews.

Site visits for concurrent accreditations may be coincide with the other organization's visit or done independently.

## **Conflict of Interest/Duality of Interest**

A situation in which a person finds himself/herself representing/supporting two or more distinct and different roles that are in conflict with one another, particularly when one role may lead to personal gain or benefit by the person.

## **Connectional Unit/Denominational Sponsor**

The faith-based structure (i.e., conference, convention, local church parish, presbytery, etc.) to which an organization is related, giving the organization its spiritual heritage and focus. (The term "connectional unit" is more often used within the United Methodist Church.)

### **Corporate Compliance**

A system designed to detect and prevent violations of law by the agents, employees, officers and directors of a business. Although the term "corporate compliance" is generally used, the need for an effective compliance program is not limited to corporations, as any business entity would be well served by such a program.

### **Denominational Sponsor**

See **Connectional Unit/Denominational Sponsor**

### **Designated Reader**

Members of the EAGLE Commission appointed to: study the annual report of one or more designated organizations; or assess the peer review team report about one or more applicant organizations; and, make a presentation about the details of the report(s) and offers recommendation(s) for action by the Commission.

### **Duality of Interest**

See **Conflict of Interest/Duality of Interest**

### **EAGLE Accredited**

This is the initial level of EAGLE accreditation. It requires a minimum rating of "**Substantially meeting**" for all Required Element Topics and a minimum rating of "**Adequately meeting**" for the other Topics reviewed and rated by an EAGLE Peer Review Team.

### **EAGLE Accredited with Commendation**

This is the top level of EAGLE accreditation. It requires that each Required Element Topic be rated "**Fully meeting or exceeding**" and a minimum rating of "**Substantially meeting**" for the other Topics reviewed and rated by an EAGLE Peer Review Team.

### **EAGLE Candidate**

This is the recognition that an applicant organization is striving to achieve accreditation and is believed to have the potential to become accredited. It is not a level of EAGLE accreditation.

### **Endorsed**

A level of professional recognition granted by a denomination as it assesses the skills and capabilities of ordained clergy persons within its purview who seek to practice ministry in specialized settings, such as chaplaincy.

### **Environmental Stewardship**

The efforts of an organization designed to protect human health, reduce pollution, and conserve natural resources by reducing adverse environmental impacts of its operations beyond those measures required by statute or regulation.

### **Funded Depreciation**

Funds held in a specially designated account, apart from other funds, the purpose of which are to underwrite the costs of replacing major capital items, or to make major repairs/improvements to the organization's facilities or grounds. The account balance is determined by governance policy with respect to the amount of accumulated capital depreciation value as reported by the organization's annual audit, or as determined by federal or state regulation.

### **Governance**

The manner in which an organization exercises authority to manage the organization's operations, provide structures that give overall direction to the organization, and satisfy the expectations of accountability to those external to it. It includes the processes by which those in authority are selected, monitored, and replaced.

### **Governing Body**

The body of persons entrusted with the legal, ethical and practical operation of an incorporated entity, established to provide care and/or services to a specified clientele on behalf of a group or groups of moral owners. This is the group to which the chief executive officer reports and is accountable.

### **Holistic**

Refers to the understanding that humans have distinct, and inter-dependent, physical, mental, social and spiritual dimensions, which must be addressed in equal measure and with equal respect to achieve balance and retain health.

## **Judiciary(ies)**

The governing body of a religious organization to which a mission site owes allegiance, by which it may be owned or managed, and with which it has devised a mutually agreeable statement of relationship; often used to identify incorporated entities that contain the majority of the moral owners of a Christian-based health care or human service organization.

## **Markets and Market Area(s)**

Markets are those clients for whom the services of an organization are intended to serve. A market area is the area or region from which the greatest number of an organization's clients reside, or emanate from. It is from/in this area the organization draws its greatest charitable support, largest number of clients and representatives for the governing body as trustees. Market Areas are also known as Service Areas.

## **Medical Staff**

Those physicians accountable to the governing board of the organization and who formulate bylaws and rules and regulations necessary for self-governance and fulfilling organized staff responsibilities. These physicians are generally responsible for monitoring and evaluating medical care in a manner which achieves and maintains optimal standards of quality patient care, service and professional practice.

## **Mission Statement**

A Mission Statement is a concise statement that identifies the purpose of an organization's existence, and the idealistic motivations for doing the organization's work.

## **Multi-Disciplinary Team**

A Multi-Disciplinary Team is a team of persons with professional skills representing a comprehensive array of those disciplines that participate in the assessment, planning and implementation of a client's program/treatment service. To be effective, there must be close interaction and trusting integration of skills among disciplines represented to ensure that each team member can make maximum individual contributions to the collective achievement of team goals.

## **Other Publics**

Other Publics are employees, former clients, community organizations, conference units, medical staff and other groups of persons potentially interested in the activities of an organization.

## **Outcomes**

The consequences of an organization's programs, processes, procedures, and/or activities to include services provided to clients

### **Policy Statement(s)**

Written course of action or guideline for professional practice adopted by the governing body and implemented under the authority of the chief executive officer of an organization.

### **Procedure(s)**

A Procedure Statement is a written "how to" description of action(s) to be followed in order to implement a policy statement.

### **Required Element**

A mandatory element of the EAGLE self-assessment process so important that an organization must achieve a minimum rating of "**Substantially meeting**" for each in order to be EAGLE accredited.

### **Results**

The outputs of a process, procedure, practice or activity, measurable in quantitative or qualitative terms, typically used to assess the efficiency and effectiveness. Effective and efficient use of available resources is critical to mission achievement and organizational sustainability.

### **Revocation**

Revocation is an action by the EAGLE Commission to involuntarily remove accreditation status from an organization for just cause, under authority granted by United Methodist Association of Health and Welfare Ministries, Inc.

### **Self-Assessment**

A process by which an organization's governing body, management, staff, and clients (where appropriate) join together to review an organization's strengths and weaknesses regarding its structure, relationships and operation, in direct response to inquiries posed by the EAGLE Accreditation Commission.

### **Service Area(s)**

See Markets and Market Area(s).

### **Service Excellence**

Service Excellence is the provision of the best health and human services care possible, and those activities that support and enable that care.

### **Service Excellence Program**

A Service Excellence Program formal operational effort to monitor, measure, and assess all aspects of the organization's performance in order to improve that performance to meet service excellence goals. These include striving to exceed industry standards, adapting best practices, and even becoming a "best practice" that others may emulate. Service excellence programs may include what has been known as Quality Assurance or Quality Improvement, or Continuous Quality Improvement efforts, but also employ more demanding efforts such as organizational and personal learning, and complete process and structure redesign. A service excellence program looks not only for opportunities for improvement but also for internal best practices that may be replicated throughout the organization.

### **Service Plan**

The document containing a full description of services and care designed to meet the needs of a client. This document is prepared with input from members of a multi-disciplinary team, including the person served. This plan is periodically modified or revised, according to policies of the organization and dependent upon the needs of the person served.

### **Stakeholder**

Any person, group, or external organization impacted by the policies and actions of the organization.

### **Value(s)**

As used in the Principles, the word refers primarily to the essential, enduring tenets of an organization upon which are built its mission and vision for operations. This limited set of timeless guiding principles require no external justification, and have intrinsic value and importance to those who receive care from, work for and/or contribute to the organization.

The second meaning of the word as used in the Principles refers to monetary worth.

### **Vision Statement**

A statement adopted by the governing body that vividly describes the ideal outcome(s) of the organization as it effectively carries out its operations.

## **Appendix: The EAGLE Accreditation Commission**

### **Authority and Purpose**

The Education Assessment Guidelines Leading toward Excellence (EAGLE) is a voluntary program utilizing principles and goals that promotes, pursues and recognizes excellence in the holistic, Christian mission and ministry of an organization. It operates under the authority of Article XI of the Amended and Restated By-Laws of the UMA approved in August 2011. The UMA Board of Directors reserves all rights regarding ownership, control and authority for the operation and direction of the EAGLE Accreditation process.

The EAGLE Accreditation Commission is responsible for the overall management, development, implementation and recognition of the Program, including but not limited to the following:

1. Providing training programs for peer reviewers and team leaders;
2. Peer review team assignments and scheduling;
3. Coordinating on-site organizational reviews;
4. Review, evaluation, and final approval of peer review team reports;
5. Recognition of related activities, persons and organizations in cooperation with the Training Committee;
6. Granting accreditation in accordance with the related policy or policies approved by the Association's Board of Directors;
7. Sharing best practice ideas to promote and expand such practices among UMA; and
8. Setting accreditation fees.

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### **Vision**

The Educational Assessment Guidelines Leading toward Excellence (EAGLE) Accreditation Commission desires to:

*"Be the premiere provider of voluntary accreditation services for Christian health care and human service organizations."*

## Values

The foundation on which EAGLE accreditation rests are four core values the EAGLE Commission believes reflects a rich theological heritage:

- Every mission site is important, regardless of size. Each organization is equally important to the work of The Church, as it serves God's people.
- Every mission site is unique in terms of the environment in which it operates, the services it provides, the clients it serves, and the styles by which it is governed and led;
- Every mission site is empowered by the faith/works concept, predicated upon the outward expression of Christian love through quality care, charitable compassion and responsible stewardship; and
- Every Christian organization can not only improve, but has a duty to improve, whether in terms of its existing processes and procedures or in expanding the services it provides or in how it responds to emerging issues.

## Objectives

We developed EAGLE accreditation to assess organizational performance and encourage ongoing improvement in the most important areas related to providing high quality, holistic, health care and human services within Christian contexts. Specifically, the EAGLE Accreditation process:

1. Provides a self-study opportunity for governing bodies and staff of Christian, health care and human service organizations. This self-study helps strengthen trustee and staff understandings of their organization's heritage and relationship with a denominational sponsor or the "connectional unit" of the denomination to which it relates. It also challenges each organization to meet or exceed basic principles of management and performance standards in the operation of a Christian organization.
2. Encourages local churches, denominational sponsors, connectional units and judicatories to become more closely involved in understanding and supporting the missions and ministries of their related health care and human service organizations.
3. Provides governing bodies and staff of health care and human service organizations with the consultative benefits of an objective, assessment process utilizing teams of trained peer reviewers.
4. Recognizes the delivery of service excellence by Christian health care and human service organizations that meet or exceed established principles and goals for quality Christian ministry.
5. Assists accredited organizations' Christian constituents, as well as the general

public, to affirm and appreciate the distinctive characteristics of a high quality, efficient, effective, and deeply caring Christian-based health care and human service organization.

## **Structure**

### **Composition**

The EAGLE Accreditation Commission consists of:

- 1) Five individuals from each Membership Section whose member organizations are eligible to be EAGLE accredited; including, but not limited to OAM and CYF. The Chair of the Membership Section is one of the five representatives of the Section;
- 2) The Chair of the HHS Section;
- 3) One representative from each Membership Section and Fellowship identified annually by the Board of Directors not otherwise represented on the EAGLE Commission; and
- 4) One representative of a non-United Methodist organization which is EAGLE accredited as may be appointed annually by the Board of Directors.

Commission members serve a three (3) year term, and shall serve no more than two consecutive terms.

The EAGLE Commission meets no less than quarterly each year to conduct its business. Meetings may be in person or via technology, i.e., via conference call or video-conference. During these meetings, peer review team reports and annual participant organization reports are assessed and acted upon, and other administrative business is addressed.

The Commission maintains a schedule of planned, follow-up assessments by EAGLE peer reviewers. It also manages all records related to each application, individual participation and determination of results for each organization that pursues EAGLE accreditation.

The annual EAGLE Gala, held in conjunction with the national meeting of the United Methodist Association, serves as the culminating point for each EAGLE Commission operating year. At this festive gathering, organizations that successfully completed accreditation are recognized and their ministries celebrated by participants and friends of the EAGLE accredited community.

## **EAGLE Accreditation Background**

The Methodist Church first established minimum operating standards for its related institutional ministries in the mid 1950s. Originally, the Board of Hospitals and Homes (later renamed the Division of Health and Welfare Ministries), worked with the National

Association of Health and Welfare Ministries (which later became the United Methodist Association or UMA) to establish minimal standards for the operation of ministries related to or managed by a unit of The Methodist Church (which became known after 1968 as 'connectional units' of The United Methodist Church). Determining and continually upgrading these standards established precedent that has since been emulated many times by numerous secular bodies and public organizations, which share similar concerns for quality care.

In August, 1984 the United Methodist Association's Board of Directors formed a task force for the purpose of revitalizing the original Certification Program of the Church. Representatives from a variety of ministries interested in the development of a program involving self study and peer review were selected to constitute this task force.

Through its developmental stages the task force debated how this program should be organized and operated. The outcome of these re-vitalization debates was the development of the Educational Assessment Guidelines Leading toward Excellence, or EAGLE, accreditation. From 1984 to 2009, EAGLE accreditation incrementally evolved as a unique, voluntary, self-assessment, peer review program, utilizing a set of ten (10) Principles and related Goals to promote excellence in Christian health care and human service ministries.

## Attachment 1:

# EAGLE Accreditation Application

To apply, complete the Application that begins on the next page and send to:

United Methodist Association  
EAGLE Accreditation Commission  
2800 W. Main Street  
Tupelo, MS 38801-3027  
Phone: 662-269-2955 • Fax: 662-269-2956  
E-mail: eagle@umassociation.org

## Timeline Reminder:

Details of the Application Steps and Timelines are provided on pages 54 to 57 of this Manual. Key points:

- There is no deadline for completing this Application Form;
- Once submitted to the EAGLE Commission, you have one calendar year to complete and submit your Self-Assessment Report;
- Once your Self-Assessment Report arrives, the EAGLE Commission has 60 calendar days to assemble a Peer Review Team;
- Once assembled, the Peer Review Team has 30 calendar days to conduct its Initial Review of your Self-Assessment Report;
- **Once you have scheduled a site visit date, it is very important that you submit your Self-Assessment Report to the Commission 90 days before that date;**
- The Peer Review Team conducts its site visit within 30 days after completion of its Initial Report;
- The Peer review Team has 30 days from the end of the site visit to submit its Final Report to the assigned Designated Readers;
- The Designated Readers submit their report to the Commission no later than one month after receiving the Peer Review Team's Final Report.
- You will be notified of the Commission's decision within 10 work days of the meeting at which the decision was made.



# EAGLE Accreditation Application Form

**PLEASE PRINT OR TYPE**

Name of Organization \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Phone: \_\_\_\_\_ Fax: \_\_\_\_\_ Email: \_\_\_\_\_

Name/Title of Chief Executive \_\_\_\_\_

Phone: \_\_\_\_\_ Fax: \_\_\_\_\_ Email: \_\_\_\_\_

Name/Title of Board Chairperson \_\_\_\_\_

Address of Board Chairperson \_\_\_\_\_

Phone: \_\_\_\_\_ Fax: \_\_\_\_\_ Email: \_\_\_\_\_

Coordinator for Accreditation Process: \_\_\_\_\_

Phone: \_\_\_\_\_ Fax: \_\_\_\_\_ Email: \_\_\_\_\_

Type of Facility/Program: (Check all applicable categories)

- |   |  |
|---|--|
| <input type="checkbox"/> acute care hospital  | <input type="checkbox"/> skilled nursing care facility for aged      |
| <input type="checkbox"/> chronic disease hospital   | <input type="checkbox"/> personal care facility for aged             |
| <input type="checkbox"/> short-term psychiatric hospital  | <input type="checkbox"/> intermediate nursing care facility for aged |
| <input type="checkbox"/> long-term psychiatric hospital   | <input type="checkbox"/> independent living facility for aged        |
| <input type="checkbox"/> alcohol and/or drug abuse center                                       | <input type="checkbox"/> hospice                                     |
| <input type="checkbox"/> rehabilitation center or hospital                                      | <input type="checkbox"/> agency serving adult mentally challenged    |
| <input type="checkbox"/> residential child care/treatment agency                                | <input type="checkbox"/> group home for disturbed children and youth |
| <input type="checkbox"/> residential care center for adolescent drug and alcohol rehabilitation | <input type="checkbox"/> group home for adult mentally challenged    |
| <input type="checkbox"/> agency serving the mentally challenged children and youth              | <input type="checkbox"/> community center                            |
| <input type="checkbox"/> outpatient counseling center for children, youth and families          | <input type="checkbox"/> adoption center                             |
| <input type="checkbox"/> Shepherd Center  | <input type="checkbox"/> community based services                    |
| <input type="checkbox"/> center for the care of single parents                                  | <input type="checkbox"/> Other _____                                 |

If multiple organizations and/or programs are to be reviewed and these are located at sites other than the main corporate headquarters, please note the names, addresses, and administrators responsible for these programs or organizations.

Name of Organization/Program	<u>Address</u>	<u>Name of Administrator</u>
1. Phone: _____	Fax: _____	Email: _____
2. Phone: _____	Fax: _____	Email: _____
3. Phone: _____	Fax: _____	Email: _____
4. Phone: _____	Fax: _____	Email: _____
5. Phone: _____	Fax: _____	Email: _____
6. Phone: _____	Fax: _____	Email: _____

**This application is:**

- \_\_\_ for EAGLE accreditation only;
- \_\_\_ concurrent accreditation with CARF-CCAC;
- \_\_\_ concurrent accreditation with COA, or
- \_\_\_ concurrent accreditation with JCAHO.

**Corporate Offices**

If the health and welfare organization(s) is/are owned and operated as a subsidiary to a separate corporate structure, please list the following:

Name of Controlling Corporation \_\_\_\_\_

Controlling Corporation is \_\_\_\_\_ not-for-profit \_\_\_\_\_ for profit

Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Phone: \_\_\_\_\_ Fax: \_\_\_\_\_ Email: \_\_\_\_\_

Total number of facilities under corporate management \_\_\_\_\_

Name/Title of Corporate Executive Officer \_\_\_\_\_

Name/Title of Corporate Board Chairperson \_\_\_\_\_

**Statistics**

Identify client/resident/patient capacity of each organization or program as approved by state licensure or other applicable authority.

Facility's total operating expenses (latest budget year) \_\_\_\_\_

Fiscal year runs from \_\_\_\_\_ to \_\_\_\_\_

Number of full-time positions (latest budget year) \_\_\_\_\_

Number of part-time positions (latest budget year) \_\_\_\_\_

Total number of full time equivalent (FTE) positions (latest budget year) \_\_\_\_\_

Number of volunteers (latest budget year) \_\_\_\_\_

**Faith Connection (Connectional Unit)**

Name of primary Connectional Unit(s) \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Phone: \_\_\_\_\_ Fax: \_\_\_\_\_ Email: \_\_\_\_\_

Other Connectional Units to which the organization relates:

1. Name \_\_\_\_\_

Nature of Relationship \_\_\_\_\_

2. Name \_\_\_\_\_

Nature of Relationship \_\_\_\_\_

Name and address of Connectional Unit contact person. *(For multiple Connectional Units, list information for each contact person on an attached sheet.)*

Name \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Phone: \_\_\_\_\_ Fax: \_\_\_\_\_ Email: \_\_\_\_\_

**Licensure and Accreditation**

This health and welfare organization is licensed by the State of \_\_\_\_\_

This health and welfare organization is certified for participation in:

- |                                 |           |          |
|---------------------------------|-----------|----------|
| _____ Medicaid                  | _____ Yes | _____ No |
| _____ Medicare                  | _____ Yes | _____ No |
| _____ Aid to Dependent Children | _____ Yes | _____ No |
| _____ HMO                       | _____ Yes | _____ No |
| _____ PPO                       | _____ Yes | _____ No |
| _____ Other (Specify)           | _____ Yes | _____ No |

This organization's educational programs are accredited to grant:

- |   |           |          |
|---|-----------|----------|
| Elementary and/or high school credit        | _____ Yes | _____ No |
| GED credit                                  | _____ Yes | _____ No |
| College credit given for courses/practicum  | _____ Yes | _____ No |
| Graduate credit given for courses/practicum | _____ Yes | _____ No |

This organization has training agreements with these student affiliation/practicum programs:

1. School or Program Name \_\_\_\_\_ Location \_\_\_\_\_  
 Program Description \_\_\_\_\_ Formal Agreement Document Exists \_\_\_Y  
 N

2. School or Program Name \_\_\_\_\_ Location \_\_\_\_\_  
 Program Description \_\_\_\_\_ Formal Agreement Document Exists \_\_\_Y  
 N

3. School or Program Name \_\_\_\_\_ Location \_\_\_\_\_  
 Program Description \_\_\_\_\_ Formal Agreement Document Exists \_\_\_Y  
 N

Has this organization received certification or accreditation from any of the following?

- |   |   |
|---|---|
| _____ Joint Commission on Accreditation of Healthcare Organizations   | <u>Term of Recognition</u><br>From _____ To _____ |
| _____ Council on Accreditation of Services for Families and Children  | From _____ To _____                               |
| _____ Commission on Accreditation of Rehabilitation Facilities/<br>Continuing Care Accreditation Commission | From _____ To _____                               |
| _____ American Medical Association  | From _____ To _____                               |

\_\_\_ Other (Specify)

From \_\_\_ To

Has the organization's certification/accreditation status ever been suspended or revoked? \_Y\_N

If yes, when and for what reason(s)

Have any of the organization's certifications/accreditations expired within the past year? \_Y\_N

If yes, which and for what purpose(s)

We believe the foregoing to be a full and complete listing of the identifying information, connectional relationships and programs and services offered by this organization; and, by our signatures below, affirm that the duly elected members of the governing board have taken official action to appropriately authorize this organization's participation in the EAGLE Accreditation Commission.

\_\_\_\_\_  
Signature of Chief Executive Officer

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature of Governance Board Chairperson

\_\_\_\_\_  
Date

United Methodist Association  
EAGLE Accreditation Commission  
2800 W. Main Street  
Tupelo, MS 38801-3027  
Phone: 662-269-2955 • Fax: 662-269-2956  
E-mail: eagle@umassociation.org

**Deposit Fee Documentation**

Payment Amount \$ \_\_\_\_\_

Check # \_\_\_\_\_ Date \_\_\_\_\_

Charge: MC \_\_\_\_\_ VISA \_\_\_\_\_

Account # \_\_\_\_\_

Authorized Signature \_\_\_\_\_

(Revised 1/12)

## Attachment 2:

# EAGLE Accredited Organization Annual Report

Complete the Report form that begins on the next page and send to:

United Methodist Association  
EAGLE Accreditation Commission  
2800 W. Main Street  
Tupelo, MS 38801-3027  
Phone: 662-269-2955 • Fax: 662-269-2956  
E-mail: eagle@umassociation.org

## Annual Report to The EAGLE Commission

**From:**

Organization: \_\_\_\_\_

I have read the attached annual report dated (date) prepared by (Name and title) for submission to The EAGLE Commission and I concur with the information presented within the report.

\_\_\_\_\_  
*President/CEO/Executive Director  
Governance Date*

*Date*

*Chairperson, Board of*

**Attachment: A/S.**

## Annual Report to The EAGLE Commission

Date: \_\_\_\_\_

### 1. Administrative

Report Year: \_\_\_\_\_

Report Due Date: \_\_\_\_\_

Purpose: Continued Accreditation

Organization: \_\_\_\_\_

City and State: \_\_\_\_\_ Phone: \_\_\_\_\_ Fax: \_\_\_\_\_

Category: OAM \_\_\_\_\_ CYF \_\_\_\_\_ CSM \_\_\_\_\_ HHS \_\_\_\_\_

CEO: \_\_\_\_\_

Title: \_\_\_\_\_ E-Mail: \_\_\_\_\_

Governing Body Chair: \_\_\_\_\_

Title: \_\_\_\_\_ E-Mail: \_\_\_\_\_

Person Completing This Form: \_\_\_\_\_

Title: \_\_\_\_\_ E-Mail: \_\_\_\_\_

Connectional Unit or Denominational Sponsor:  
\_\_\_\_\_

Other Accreditations: COA \_\_\_\_\_ CARF-CCAC \_\_\_\_\_ JCAHO \_\_\_\_\_ Other (Specify) \_\_\_\_\_

Have any of these accrediting bodies indicated your status under their standards to be other than full accreditation? If yes, explain.

### 2. Report Topics

#### 2.1. Overall Organizational Items:

a.: Change in CEO? \_\_\_Yes \_\_\_ No. If yes, describe the impact on the organization.

b.: Change in Connectional Unit or Denominational Sponsor? \_\_\_Yes \_\_\_ No. If yes, describe.

c.: Change in corporate structure, e.g., merger, acquisitions, LLC? \_\_\_Yes \_\_\_ No. If yes, describe.

## 2.2. Organization's Programs and Services:

a.: Describe each program, annualized program outcomes, and any changes or updates in the program (e.g., change in capacity, service recipients, funding, etc.) during the past year.

b.: Have programs closed or new ones opened in the past year? \_\_\_ Yes \_\_\_ No. If yes, describe, and include the factors that contributed to the change.

c. Has any funder failed to renew funding because of organizational performance issues? If yes, explain.

c.: Describe the most significant improvement made in the past year.

d.: Do you have a program or service you wish to nominate for the EAGLE Best Practice or Innovation Awards that have not been previously submitted? If so, describe.

## 2.3. Compliance:

a. List and describe any ongoing or unresolved issues for your organization in meeting operational regulatory compliance.

b. List and describe any pending litigation against the organization or management since your accreditation or your most recent annual report.

c. List and explain any legal judgment against the organization or management since your accreditation or your most recent annual report.

d. List any founded licensing complaints or abuse/neglect reports since your accreditation or your most recent annual report.

e. List any license to operate that was been revoked, suspended, or relinquished since your accreditation or your most recent annual report. Explain why this action was taken and your response to it.

f. Do you file IRS Form 990, Return of Organization Exempt From Income Tax? If no, explain.

## 2.4. Follow Ups:

a.: For organizations last accredited prior to 2010 that received Recommendations in the Commission's Report of Findings, report your progress in responding to each recommendation, to include what has been accomplished in the past year and the anticipated date of completion of your work on the recommendation.

b.: For organizations accredited under the 2010 or later versions of EAGLE, report the actions you have taken in response to the Opportunities for Improvement (OFI) identified in your most recent Report of Findings from the Commission. Include the priorities you assigned to the OFIs, and list the actions taken for each OFI on which you worked since accreditation or the last annual report.

## 3. Attachments:

### 3.1. Finance. Attach the following:

- a. Your most recent annual audit;
- b. Opinion Unqualified (An independent auditor's statement of unqualified opinion);
- c. Management Letter, if done;
- d. Current Financial Forecast; and
- e. Written Financial Summary to include
  - 1) Cash on hand;
  - 2) Excess of revenue over expense from operations;
  - 3) Excess of revenue over expense from all sources;
  - 4) Restricted and unrestricted investments; and
  - 5) Long term debts (types and interest rates.)

### 3.2. Commitment to Service Excellence.

- a. Attach a copy of your organization's most recent annual quality improvement report.
- b. If no report was completed since your accreditation or your most recent annual report, attach a narrative that describes the quality or performance improvement initiatives undertaken in the past year and include:
  - 1) What initiatives were undertaken and how they were identified;
  - 2) The goals of the initiatives and the measures and/or indicators selected to measure achievement;

3) What groups or individuals were involved in the initiatives? Include groups and individuals within the organization and external stakeholders as appropriate.

4) The results of the initiatives and the measures and/or indicators employed to make the results judgments.

5) How the results were communicated internally and externally.

#### 4. Self Nominations:

You may include self nominations for the annual Best Practice Award and/or Innovation Award for activities developed or established since your last Annual Report or accreditation.

