

Republic of the Philippines Department of Social Welfare and Development

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Quezon City
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ADMINISTRATIVE ORDER NO. 01
Series of 2004

SUBJECT: INDICATORS FOR RESIDENTIAL CENTERS OF EXCELLENCE

I. INTRODUCTION

Executive Order (EO) no. 15 series of 1998 as amended by EO 221 dated June 30, 2003 mandates the Department of Social Welfare and Development (DSWD), among others, to implement residential care services covering more than two provinces and/or the whole region. It further provides for the Department's authority to set standards, accredit and provide consultative services to public and private institutions, organizations and persons engaged in social welfare activities. In keeping with these mandates, administrative orders were issued on standards and guidelines in the implementation of residential care service but these primarily are at the minimum levels that would ensure the safety and welfare of the residents availing of the service.

On the other hand, the Department as the lead agency on social welfare concerns, has to be in the forefront of demonstrating and providing the best quality care for the sectors we serve. Therefore it is imperative that we work towards improving the residential care facilities and services to achieve CENTERS OF EXCELLENCE. As used in this guideline, a Center shall refer to a facility providing alternative family care to individuals, groups or families in crisis on a 24-hour basis.

In view hereof and in accordance with the Social Welfare and Development Standards Manual developed by the Standards Bureau, the following indicators for each work area shall be considered in determining compliance to set of standards for a CENTER OF EXCELLENCE on the assumption that all non-negotiable standards for accreditation were met. Aside from the specific means of verification indicated below, focused group discussion with the residents and staff and actual observation of activities shall be conducted during the validation visits.

STANDARD No. 1 ADMINISTRATION AND ORGANIZATION – There is an organizational structure that operates towards the achievement of the Center's stated goals. The Center is managed efficiently and effectively by trained and competent staff who are hired and organized to achiever the Center's goal and to give the best possible care to the residents. There are also appropriate internal and external mechanisms for monitoring and feedback.

INDICATORS	MEANS OF VERIFICATION			
1.1 Vision, Mission and Goal Statement				
a. All Governing Board, staff and residents are knowledgeable of the Center's VMG	VMG posted in the office bulletin board and in other areas as appropriate.			
	Minutes of meeting/ proceedings of orientation			

INDICATORS		MEANS OF VERIFICATION			
		>	provided to staff and residents on VMG Staff and residents can articulate VMG		
b.	Tthe Center's VMG are translated into a Resident's Guide in a form/language that is appropriate to the age and understanding of the residents and their relatives/families, staff, volunteers and the community in general. It contains the following information:	AA	Resident's Guide/Manual Residents when interviewed can discuss contents of Resident's Guide as these are operationalized.		
	 summary of the Center's policies and procedures 				
	programs and services				
	access to services of other agencies				
	safety measures / emergency evacuation procedures				
	complaints/grievance procedures				
C.	Developed primers, brochures, and other materials to promote public awareness/advocacy on its VMG, programs		Social Marketing / Advocacy Plan		
	and services including the situation of the sectors being served	*	Brochures, primers, etc.		
1.2 Or	ganizational and Management Structure:				
a.	All policies being implemented are written in the Center's Manual of Operation and are known to all staff including the residents.		Manual of Operation Memo issued/ training proceedings/ documentation; Interview with the staff can discuss/articulate/explain		
	*		policies as it applies with sampled cases		
16		>	Minutes of Meeting		
b.	The Center's Manual of Operation should also contain the following policies and procedures	>	Center's Manual of Operation		
	b.1. Administrative Policies & Procedures				
1	 Complaints and Grievance both for the residents and staff 				
	- Rewards and sanctions				
	- Receipt and utilization of donations				
	 Management of petty cash and other funds 				

INDICATORS	MEANS OF VERIFICATION
- Notification of incidents	
- Handling of crisis situations e.g.	
fire, typhoons, earthquakes	
- Health promotion and protection	
- Safety and emergency	
procedures	
- Repairs and Maintenance	
 Logbook and diary recording 	
- Restitution and use of restraint	
- Visitation	
- Responding to reported	
incidents, allegations or	
suspicion of abuse	
- Shifting and turnover of staff for	
duty	
- Personnel policies to include	
staffing pattern/manpower with	
corresponding job description	
consistent with the actual	
function of the personnel and	
organizational structure of the	
agency; wages, benefits,	
incentives and privileges; and basic training program and other	
program for personnel skills	
enhancement and psycho-social	
support	
b.2. Program Policies and Procedures	
- Risk assessment and tool	
administration/interpretation	
- Contract setting and case	
planning	
- Case recordings and access to	
records	
- Confidentiality	
- Referral system	
- Termination	
- Discharge from center	
- Resident's protection measures	
- Running away / Leaving the center	
- Accidents	
- Treatment of residents who were abused	
- Volunteer management	
	> Supervisory notes; minute

INDICATORS	MEANS OF VERIFICATION		
receive at least one and a half hours of one to one supervision from their respective immediate supervisors each month, while new staff at least every two weeks during the first 6 months of their employment.	of supervisory sessions; interview with the staff > Schedule of supervisory sessions as reflected in the minutes and/or marginal notes		
d. Monthly staff meeting is held within the units and the Center in general to discuss issues and concerns affecting the management of the center and implementation of its programs and services.	Minutes of staff meeting/ interview with the staff		
 e. For DSWD, the Center Head meets with Field Office and/ or Central Office concerned Bureaus (Governing Board for NGOs), at least once a year to participate in the review and/or formulation of the Center's policies, programs and services. 	 Minutes of meeting Report on significant issues discussed and agreements reached 		
f. All new personnel receive basic training/orientation about the Center's policies and procedures as contained in the Manual of Operation within six weeks and concerning their job functions and assignments within six months from date of assumption to duty.	 Documentation/proceedings of orientation conducted; interview with the staff 		
g. Basic program of training for personnel with helping/caregiving functions include the following:	 Manual of Operation; documentation of training and/or certificates of attendance Training modules 		
 Basic residential care skills team building 			
 Care approaches and skills appropriate to the type of residents being cared for including their developmental characteristics and dynamics in working with them 			
- Behavior management			
- Gender and Development			
- Stress Management			
 Health education and nutrition relevant to specific types of residents being cared for 			
- Human sexuality			

CONTRACTOR OF THE CONTRACTOR O	INDICATORS	MEANS OF VERIFICATION
	mmunicating with the residents luding those with disabilities	
- He	alth promotion and protection	
	fety at work including safety with dicines	
- Fire	e precaution and other ergency measures	
- Firs	st aid	
1	levant legislations for the care d protection of the residents under re	
enj	e provision of purposeful and joyable activities as part of sitive care experience	
	aff supervision (for those with pervisory responsibility)	
- Inte	erview techniques	
	mplaints and representation ocedures	
- Me	eeting the standard requirements	
1.3 Human R Managemen	tesource Development and	Actual headcount of staff/personnel; records or personnel complement
a. Staffing		
a.1 DS	SWD managed facilities	
>	Center Head - 1 SWO V (big residential care)* to be assisted by 1 SWO III	
	- 1 SWO III (small residential care)**	
>	SWO II, number of which shall be based on the standard on caseload (see caseload under Standards 3)	
>	Nurse II	
. >	Computer Operator I	
, >	Houseparent III	
	Houseparent II	
	Driver if there is an assigned vehicle	
>	Storekeeper I	

INDICATORS		MEANS OF VERIFICATION		
a.2	NGO managed facilities			
	Other programs and administrative staff to include:			
	Physician and/or nurses			
	Psychologist			
	Nutritionist/dietician			
	> Cook			
	> Dentist			
	Computer operator			
	> Driver			
	> Storekeeper			
b. Staff	competencies and qualifications			
b.1	where a Center accommodates children with disability, qualified professionals and specialists on disabilities are employed or tapped to attend to their needs	Records of personnel appointment; MOA with the professional or professional group rendering the service; report on services rendered by the professional / specialist		
· b.2	for those serving older persons, a qualified professional is employed or tapped to manage or provide assistance related to continence, physical fitness and other geriatrics needs.	Records of staff's appointment; MOA with the professional or professional group rendering the service; report on services rendered by the professional / specialist		
b.3	there is a trained staff to perform risk assessment and management	Certificate of training/s attended on risk assessment and management; special order issued for designated staff for this function		
	performance and appraisal is ucted semi-annually and systematic back mechanisms on its result are	 Minutes of staff meeting Minutes of performance review/ evaluation 		
iiistai		 Feedback mechanism installed accomplished performance contract/target worksheets and PAR 		
d. Staff	support services and sharing	 Records/documentation of staff development activities conducted 		
e. Prese syste trainir	m/policies to include recruitment,	Manual of operations or volunteers		

INDICATORS	MEANS OF VERIFICATION		
sanctions.			
1.4 Financial and Material Resource Management			
Systems and procedures on financial and material resource management, purchase and inventory are installed and are operational	 Operational systems/ records review actual observation 		
b. There is an organized and functional system of fund sourcing/resource generation in accordance with AO 161, s. of 2002 and all activities related thereto are indicated in the Center's work and financial plan	 Social marketing / Advocacy plan Work and financial plan; approved project proposal Fund raising/ resource generation paraphernalia Approved project activities 		
c. Reports and fund utilization report are in accordance with AO 76 s. of 2003	➤ Fund Utilization report		
d. Expenditure is not higher than 30% for administrative concerns and is not less than 70% for program implementation / services.			
1.5 Support Services			
Additional facilities or structures that help the agency in its operation			
a.1. All ICT devices are available including ICT system i.e. hardware, software, data and personnel			
a.2. General Services – a system for support services for the day-to-day operation of the agency is established and operational, i.e. vehicles to transport staff to official functions and clients during emergencies and court hearing, when indicated; repair and maintenance of physical structures, and machines, among others.	the staff and residents		
1.6 Feedback mechanism is installed to enable management to determine quality of service delivery from the public/residents' point of view	Suggestion box, public satisfaction survey, etc.		

STANDARD NO. 2 PROGRAM MANAGEMENT – Programs and services are integrative and ensure appropriateness of interventions or helping strategies in relation to the residents' assessed needs and total well-being, and contribute in the fulfillment of their rights to survival, protection, participation and development.

INDICATORS	MEANS OF VERIFICATION		
2.1 Planning			
a. Center's work and financial plan are supported with baseline data and situational analysis of the target clientele and of the Center's immediate community.	Updated situationer with analysis; residents' profile; work and financial plan		
 b. Plan is consistent with the Center's thrusts/goals/objectives and programs and services 	 Program/service manual; work and financial plan 		
c. Plans are discussed with the residents	 Case records Minutes of meeting/ dialogue with the residents 		
d. Residents and staff are involved in planning	 Report or documentation of planning process and outputs 		
e. Plans clearly indicated short and long term goals, activities, resources needed, expected output of each unit	➤ Work plan; calendar of activities		
 f. Performance indicators/expected results per goals/objectives with performance indicators to measure these in place. 	 Administrative records/ Performance contracts/ target worksheets of staff 		
2.2 Implementation			
a. There is a written program/service manual indicating the operational procedures, policies and guidelines in the implementation of the following programs and services of the Center for proper guidance of the service providers:	➤ Program/service manual		
- Health			
- Nutrition			
- Homelife			
 Education - formal and informal Socio-cultural and recreation 			
- Spiritual and moral welfare and development			
- Psycho-social welfare and development			
/- Emotional welfare and development			
- Protection and safety			
 Para-legal assistance Livelihood and job skills development 			
- Community participation			

INDICATORS	MEANS OF VERIFICATION	
 Family reunification 		
 Alternative family placement 		
 Self-sufficiency and independent living 		
 b. Presence of management support as evidenced by provision of necessary resources and authority or power to implementers to undertake the planned activities 	memorandum; funds disbursement records	
c. All staff and residents are informed on the schedules of activities and work program of the Center	AND THE PROPERTY OF THE PROPER	
 d. Each unit and the Center in general implements program of activities as planned 	1	
e. Have demonstrated and comprehensive documented innovative approaches strategies in facilitating or fostering the social functioning of its residents	residents. Photos; video	
f. Have institutionalized inter-agency linkage with GAs, NGOs, POs and the academe that ensures implementation of programs and services including those innovative approaches/strategies which include but not limited to resource generation mobilization and technical exchange	system	
2.3 Monitoring		
a. Monitoring of program / service implementation is done on monthly and/or quarterly basis and restorative/corrective measures are effected to remedy gaps	observation / verbal or	
 b. Unit records, incidents logbook and staff monthly/quarterly accomplishment reports are reviewed by the respective unit heads. 		
 Accomplishment reports are properly noted by the Center Head and readily accessible 	Accomplishment reports duly signed by the unit and center head and retrieval of records is not more than 10	

INDICATORS	MEANS OF VERIFICATION	
	minutes	
d. Regular feedback from the residents is gathered on the services they receive	Documentation/minutes of dialogues with the residents; incident report; documented suggestions/ complaints of the residents; interview with the residents	
2.4 Evaluation		
a. Assessment of effects of programs/services/ interventions to the residents is done on a quarterly basis and results are incorporated in the residents' case and/or care plan as necessary, or are utilized in the modification/development of policies and programs.	 Quarterly assessment report; individual case and care plan Copy of enhanced/amended policies/ programs 	
b. Mid-year and/or year-end program review is done with the Center staff	Minutes/proceedings of program review; interview with the staff	
c. Project-end review is conducted with project participants	Minutes/proceedings of project evaluation; interview with the staff	
d. Result of program review and evaluation on innovative approaches/strategies feedback from the residents are properly transmitted to the Field Office which eventually are forwarded by FO to the Central Office as basis for policy and program enrichment and/or development	Transmittal letter with a copy of the result of program review/feedback; minutes of meeting with FO/CO staff	
e. Management interventions in response to organizational, administrative or service- related issues and problems are evaluated	Minutes/proceedings of evaluation; interview with the staff	

STANDARD NO. 3 CASE MANAGEMENT – refers to a manageable number of cases of residents and application of specific social work methods, innovative approaches/strategies (social technology/ies) and processes in helping them as individuals and/or as collective groups. This includes the mobilization of internal and external resources and helping them access these resources to achieve behavioral and/or environmental change for an improved social functioning.

INDICATORS	MEANS OF VERIFICATION	
3.1 Caseload	> Caseload review	
a. One SWO II for 20 residents/cases	,	
 b. One houseparent per shift for 25 able-bodied residents 13 years old and above 		

N/3-	INDICATORS	M	EANS OF VERIFICATION
C.	One houseparent per shift for the following number and type of residents		
	Children		
	 4 children with special needs (mentally and physically challenged) and 8 for other disabilities 		
	- 4 infants below one year old		
	 six children aged 1 year to below 3 years old 		
	 10 children aged 3 years to below 6 years old 		
	 15 children aged 6 years to below 13 years old 		
	Adult residents with disability		
	 5 sickly and/or bedridden residents 		
	- 10 residents with visual impairment		
	 15 residents with hearing impairment 		
d.	One supervisor per seven (7) supervisees		
3.2 Ca	ase Management		
a.	Risk assessment is conducted on each resident within 48 hours upon admission.	>	Accomplished risk assessment tool with corresponding recommendations and/or appropriate interventions
b.	Each resident has individual care plan that specifically responds to his/her basic and special needs, which is formulated within a week after admission in the center.	A	Individual care plan vis-à- vis assessed basic and special needs.
C.	Case Planning is conducted together with the resident and/or his family if applicable and other multi-disciplinary/helping team within a week after the intake interview.	A	Documentation on case planning with information on time and signed by concerned parties
d.	For cases of abandoned and neglected children, a petition for Declaration of Abandonment/ involuntary commitment is filed in court within a week after six (6) months	>	Copies of documents filed for involuntary commitment with time information
	from date of admission and/or abandonment. For children who are voluntarily committed, complete file/ documents forwarded to FO for matching a month after signing DVC	A	Copies of documents with corresponding endorsements forwarded to FO with time information tracer.
	Case study is conducted for each resident within two weeks after the intake interview with corresponding case study report which is	>	Review of intake sheets, case study reports with corresponding time/date

INDICATORS	MEANS OF VERIFICATION
revised as significant information and progress in the helping process arise. It should indicate the following vital information:	prepared, Case management records; residents' case folder with documents as indicated
 Problem identified in consultation with the residents which should indicate whether it is a change in the resident's behavior or a change in his/her environment/situation 	
 Diagnosis/assessment indicated significant events in the resident's life, his/her feelings, behavior, relationship and support system as well as his/her potential for change (awareness, willingness, ability) 	
 Case plan formulated in consultation with the resident and is consistent with the diagnosis/assessment. It included basic information such as helping goals, activities or various helping strategies/interventions and time frame. 	
f. Both the case and care plan are implemented as planned and evaluated every six months	 Evaluation notes/ documentation /minutes of case conference conducted
g. At least 50% of cases are discharged within two (2) years from date of admission.	Review of discharged cases
h. Discharge/termination plan is discussed during contract setting with the resident and/or his/her family; at least three (3) months prior to discharge, transition services are provided i.e. referral to/networking with LGUs / NGOs for continuing services.	 Discharge/termination plan signed by resident and/or his/her family
i. Referral to other agencies is documented.	Referral letter/follow-up letters; case update / progress
3.3 Recording and Documentation	 Review of program and administrative records
,	Endorsement prepared by ARRU
 All records are kept up-to-date and readily accessible/retrievable within 10 minutes which include among others: 	
a.1. Home study report for those with prospective adoptive families	

INDICATORS	MEANS OF VERIFICATION
a.2. Periodic reports on residents' physical, behavioral and psycho-social state and progress	
a.3. Summary recording which include:	
- intake summary	
- transfer or closing summary	
- discharge summary	
- block summary or progress notes	
a.4. Other supporting records/documents whichever is applicable to the resident's case are on file and retrievable within 10 minutes	 Records of actual reports/ documents retrieval
 Certificate of birth, foundling or death 	
- Court decision/Commitment Order	
 Declaration of abandonment/certificate of child's availability for adoption (child caring/placing residential care) 	
- Accomplished intake sheets	
 Health and psychological records to include result of physical, medical, psychological and dental examinations; nutritional diets; medicine intake; and other related documents 	
 Communications/correspondence concerning the resident's case 	
- School records for those in-school	
- Result of periodic evaluation	
 Other pertinent records such as referral, transfer/summary report, out on pass slips, etc. 	
b. The privacy and confidentiality of the records are observed as manifested by the following:	Written policies on accessing, keeping and disposal of records; interview with concerned personnel and observation
 All personnel are fully oriented on records that are allowed for sharing among the center personnel and with public and records that are confidential. 	
 Designated place for confidential records properly marked "For authorized personnel only" 	
 System of records access, keeping and disposal is carried out, i.e. unneeded records are shredded and not left in the 	

1.0	INDICATORS	MEANS OF VERIFICATION
	open; list of destroyed files is maintained and updated regularly	
	A person is or persons are clearly identified and designated for managing records access, keeping and disposal.	

STANDARD NO. 4 PHYSICAL STRUCTURES AND SAFETY – the Center's location, design and size are in keeping with its stated purpose; ensures that all residents live in a safe, pleasant, well-designed and maintained surroundings providing sufficient space and adequate facilities for interaction and in meeting the residents' needs.

INDICATORS		MEANS OF VERIFICATION ➤ Actual observation of the physical facilities
4.1 Location and Design		
a.	Location takes into account the transport, education, health, leisure and basic needs of the residents	
b.	Basic utilities for communication, electricity, potable water including accessibility features for persons with disabilities are installed, such as grab/handrails, lifts and stairs, ramps and other mobility aids	
C.	In case of residents with visual impairment, colors and lightings are chosen to offset the loss of vision and for those with hearing impairment, necessary hearing devises, telephone and television adaptation and noise insulation are provided; and/or appropriate signs are provided to respond to the needs of all residents with disability.	
d.	Separate safe storage rooms are provided for:	
	Equipment and wheelchairs	
	 Food and perishable items; 	
e.	Office and center supplies The design, layout and furnishings create a pleasant domestic environment consistent with the Center's mandate and is appropriate to the age, needs, culture and ethnic background of the residents.	
f.	Doorways into communal areas, resident's rooms, bathing and toilet facilities and other spaces to which wheelchair users have access should have a clear opening of 800mm.	

	INDICATORS	MEANS OF VERIFICATION
g.	A maintenance and repair program for buildings/physical structures, furniture and other facilities is available, implemented and recorded.	
h.	There is a designated room for each function measuring at least 5 sq.m per resident/staff being accommodated at any given time in the following rooms:	
	 Intermediate care of residents in need of such service 	
	Study area for residents	
	Infirmary/clinic	
	 Interview/counseling room equipped with appropriate paraphernalia 	
	Conference room	
	Office space that is properly furnished	
	Staff quarter/s	
	Bedroom/s for residents	
4.2 A	Accommodation	 Actual observation of the physical facilities
a.	Communal space for a variety of social, cultural and religious activities provides sitting, recreational and dining space apart from the resident's private accommodation and excluding corridors and entrance hall amounting to at least 4.1 sq m. for each resident.	
b.	Lighting in communal rooms is sufficient and appropriately designed	
C.	Piped-in music	
d.	Sleeping room/s for personnel are not part of the communal living area	
e.	Room dimensions and layout options have space on either side of the bed to enable access for caregiver and for any equipment needed	
A.	Rooms shared are occupied by no more than four residents and at no time are there odd number of residents sharing a bedroom	
g.	Each resident has a bedroom of his/her own with suitable bed of suitable size with suitable bedding, seating, storage for clothes, safe storage for personal possessions, a window	

	INDICATORS	MEANS OF VERIFICATION
ų.	with curtains or other window covering, lighting sufficient to read by	
h.	A couch/rocking chair is provided for each houseparent caring for infants; one for every two older persons	
i.	All rooms are well-ventilated by means of windows that can be opened easily, functional air conditioning systems/coolers/fans; exhaust fans in toilets and kitchen	
4.3 E	Bathrooms and Washing Facilities	 Actual observation of the physical facilities
a.	One functional bathroom and toilet with four lavatories for every 8 female residents;	
b.	One functional bathroom and toilet with four lavatories for every 8 male residents	
C.	One assisted bath for 8 residents with disability	
d.	One functional bathroom and toilet for 8 female residents separate from those being used by the residents	
е.	One functional bathroom and toilet for 8 male residents separate from those being used by the residents	
f.	Children-sized bathroom and toilet facilities/amenities (for those catering to children)	
4.4 H	lealth, Safety and Security	Actual observation of the physical facilities and interview with the staff and residents
а	. All rooms and spaces are kept clean and tidy	
b	. Call systems with an accessible alarm facility are provided in every resident's room	
С	Conduct of at least four fire drills in a 12- month period and are recorded including testing of emergency lightings, fire alarms and firefighting equipments.	
d	. Staff are able to open the doors to toilets and bathrooms/showers, and rooms from the outside in case of emergency	
е	 Extension cords used for power supply do not pose potential hazards to the staff and incidents especially to children 	
f.	Proper labeling of external and oral medication; visible warning signs on	

INDICATORS	MEANS OF VERIFICATION
potentially dangerous substance and items	
g. Clearly marked emergency exits are known to all personnel and residents	

This order shall take effect immediately.

Issued this 5th day of January 2004.

CORAZON JULIANO-SOLIMAN Secretary

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