

ANCOR Performance Excellence Markers

ANCOR encourages each of its members to operate in a manner that ultimately assures the highest quality supports to the people it serves. Further, it expects that its members will operate their organizations in ways that reflect sound business practices. ANCOR believes that members who utilize the following markers as indicators for delivering quality supports and services may, in part, assure that their agency is an organization of high quality, worthy of distinction in the field. The following markers are indications of a quality agency:

A. Management/Leadership

1. Conformance to applicable Corporate Laws
 - Current Bylaws
 - Articles of Incorporation
 - Corporate Compliance structure and code of business ethics
2. Current Organizational Structure
 - A properly constituted governance body that meets regularly and ensures its policies and resolutions set organizational direction and document its activity
 - Corporate policies that guide all operations
 - Ongoing board development and self-assessment
 - Annual performance goals for the organization
3. Annual performance evaluation of CEO
4. Conformance to all applicable local, state, regional and federal laws, regulations, and policies
5. Current analysis of program accessibility and plan to remove any barriers
6. Quality Assurance plan
7. Information Management System that addresses the technology needs of the organization.
8. Code of conduct
9. Demonstration of corporate social responsibility
10. Executive succession plan
11. Creation of a Positive Culture
 - Clarity of vision
 - Shared values
 - Integrity and trust
 - Open, honest, and frequent communication

B. Strategic Planning

1. Current statements of:
 - Mission
 - Vision
 - Values
 - Governing Principals
2. Current Strategic Plan with
 - goals,
 - objectives,
 - timelines and
 - persons responsible identified
3. Demonstration of strategic alignment between Mission, Vision, Values, Operational Goals and Plans

C. Customer and Market Focus

1. Governance identification and acknowledgement of customers as stakeholders
2. Participation in regional state and local professional/trade organizations
3. Annual, or more frequent, individual, person-centered planning

4. Consumer input into all corporate activities that may affect their lives
5. Policies that protect consumers, including
 - Confidentiality,
 - Privacy,
 - Rights, and
 - Grievance procedures
6. Identification, analysis and action on Critical Incidents
7. Consumer protection policies including procedures for the reporting of abuse, neglect, mistreatment, and exploitation.
8. Demonstrations of building community inclusion capacity and individual social capital
9. Marketing plan
10. Public Relations policy
11. Collaborative relationships with other stakeholders
12. Involvement in social change and system changing
13. Consumer Self-Determination
14. Consumer choice
15. Service capacity and access

D. Measurement, Analysis, and Knowledge Management

1. Individual outcome measures
2. Performance based indicators

E. Human Resource Focus

1. Mentoring of staff and board members
2. Comprehensive disaster plans for all sites and situations
3. Emergency, evacuation, and equipment plans and drills
4. Fire safety policies
5. Criminal Record checks for all personnel
6. Motor Vehicle checks for all personnel who drive on company business
7. Verified references for all personnel
8. Policies that protect the confidentiality of personnel records
9. Annual Employee Evaluations
10. Adequate number of competent personnel to carry out services and assure the health and safety of the consumers.
11. Stable workforce
12. Personnel policies that assure adequate Due Process and grievance procedures
13. Conformance to all EEOC requirements
14. Current Job Descriptions for all personnel
15. New employee orientation, including person-specific training
16. Promotion of an organizational learning culture
17. Ongoing and timely staff training
18. Documentation of all training and orientation
19. Current professional certifications, licenses, etc.

20. Compliance with all mandated state and federal training requirements

F. Process Management

1. Fiscal Policies and Procedures that assure adequate internal controls
2. Budgets that are current and reflect timely expenses and revenue
3. Adequate insurance that protects the consumers, assets, personnel, vehicles, property, governance, volunteers and services of the organization.
4. Annual certified financial audit by a qualified professional
5. Timely billing and payment activity guided by policy and adequately trained personnel
6. Financial Risk Management standards
7. Internal efforts toward a comprehensive review by an impartial, external national entity resulting in or moving toward accreditation, validation, or recognition of the company's quality improvement activities.

G. Business Results

1. Positive Press: Organization valued in the community
2. Financial Solvency
3. Utilization of Customer Satisfaction data
4. Service outcome performance measures
5. Compliance to federal, state, and local standards
6. Provider of choice
7. Employer of choice.

H. Personal Outcome Measures

1. People are connected to natural support networks
2. People have intimate relationships
3. People are safe
4. People have the best possible health
5. People exercise rights
6. People are treated fairly
7. People are free from abuse and neglect
8. People experience continuity and security
9. People decide when to share personal information
10. People choose where and with whom they love
11. People choose where they work
12. People live in integrated environments
13. People interact with other members of the community
14. People perform different social roles
15. People choose services
16. People choose personal goals
17. People realize personal goals
18. People Participate in the life of the community
19. People have friends
20. People are respected ■

* Adopted with permission from Personal Outcome Measures 2005 Edition
The Council on Quality and Leadership

(Note: The numbering within each category is not intended to signify sequence or relative importance.)