



## **Operations Manual**

**Indiana 211 Partnership, Inc.**

**First approved 7/09/02; last revision 5/9/06**

# Indiana 211 Partnership, Inc. Operations Manual

## TABLE OF CONTENTS

### INTRODUCTION

i.	Introduction	2
ii.	Manual Usage	4
iii.	IN211 Call Center and System Standards	5
iv.	IN211 Organizational Information	6
v.	List of Supplemental Resources	7

### STANDARDS SECTION

#### I. Service Delivery

1.	Information Provision	9
2.	Referral Provision (includes 24/7 provision)	9
3.	Advocacy/Intervention	10
4.	Crisis Intervention	11
5.	Follow-up	11

#### II. Resource Database

6.	Inclusion/Exclusion	12
7.	Data Elements	15
8.	Indexing the Database	15
9.	Classification/Taxonomy	16
10.	Database Maintenance	16

#### III. Reports & Measures

11.	Inquirer Data Collection	17
12.	Data Analysis & Reporting	17

#### IV. Cooperative Relationships

13.	Within Local I & Rs	19
14.	Within Local Service Delivery System	19
15.	Local, State, Regional, National & International	20
16.	Participation in Associations	20

#### V. Organizational Requirements

17.	Governance	21
18.	Personnel Administration	22
19.	Training	23
20.	Promotion & Outreach	24

#### VI. Disaster Preparedness

21.	Emergency Operations Plan	25
22.	Formal Relationships	26
23.	Pre- and Post-Disaster Database	26
24.	Disaster-related I&R Service Delivery	26
25.	Disaster related Inquirer Data Collection/Reports	26
26.	Disaster-related Technology Requirements	27
27.	Disaster Training and Exercise	27

## **CENTER-SPECIFIC PROCEDURES AND MODIFICATIONS**

<b>VII.</b>	Procedure For Modifications To Standards Section	28
<b>VIII.</b>	Center-Specific Specifications	29

## **ADDENDA FOR OTHER REQUIREMENTS**

<b>IX.</b>	Description of Addenda	
	Annual Holiday Plan to ensure 24/7 coverage	30
	Definitions for caller and resource records	31
	Data reporting requirements and procedures	31
	Emergency Operations Plan	32
	Standardized Keyword list for Resource database	33
	IN211 Standardized Geostructure	33
	 Addenda attachments	
	1. Annual Holiday Plan to ensure 24/7 coverage	34
	2. Definitions for caller and resource records	35
	3. Data reporting requirements and procedures	39
	4. Quality Assurance for Resource Database	41

# INTRODUCTION

This Operations Manual, intended for the exclusive use of the Indiana 211 Partnership, Inc. (“Partnership”) and the organizations it has designated as IN211 Centers, is organized into two sections. The Introduction includes a description of how to use the Operations Manual, a list of IN211 Standards, IN211 organizational information and a list of supplemental resources. The first full Section sets forth the organizational and operational requirements that the Partnership has established for IN211 Centers. The Standards Section incorporates certain accreditation criteria established by the Alliance for Information and Referral Services (“AIRS”) that the Partnership’s Board of Directors has adopted as requirements applicable to IN211 Centers. The Standards Section also sets forth modifications to the AIRS-established criteria that the Partnership’s Board of Directors has determined to be necessary or advisable, in an effort to achieve its mission.

The second Section of the manual describes all Center-Specific modifications and procedures. This Section begins with the procedure by which an IN211 Center may request modifications to the organizational and operational requirements set forth in Section I. Modifications to those requirements may be necessary from time to time in order to reflect an IN211 Center’s circumstances and in order to encourage innovation in the field. Section II compiles the modifications to the Section I requirements that the Partnership has made for individual IN211 Centers pursuant to the procedure to request modifications.

The Partnership has established the organizational and operational requirements set forth in this Operations Manual in order that the information and referral services IN211 Centers provide to the public are made available in a consistently high quality

and professional manner that furthers the goals underlying the (1) designation of the 2-1-1 dialing code for community information and referral purposes and (2) recognition of the Partnership as the only person authorized to use the 2-1-1 dialing code in Indiana. Adherence to the requirements set forth in this Operations Manual is essential to an IN211 Center's satisfaction of its obligations to the Partnership.

The organization and contents of this Operations Manual are subject to change as may be determined by the Partnership's Board of Directors from time to time.

## ii. OPERATIONS MANUAL USAGE

The IN211 Operations Manual includes abbreviated descriptions of the standards and criteria described in “Standards for Professional Information and Referral, Fifth Edition” published by AIRS, August 2005. The IN211 Operations Manual is formatted to follow the areas and numbering system used within the Standards. IN211 Centers are strongly encouraged to refer to the full text of the current Standards and specific criteria, available from AIRS.

When IN211 has approved specific policies, the IN211 policy is included within the most closely related section of the AIRS Standards. The IN211 policy is formatted within a box with the most current approval date. See the example below for example of formatting.

### AREA OF THE AIRS STANDARDS

**Standard #: Abbreviated Title of Standard**

**Standard is described in abbreviated text, usually within a few sentences.**

**Name of IN211 Policy**

Description of Policy is usually described within a few single-spaced lines. The Inclusion Policy is described within several pages.

Approved by IN211 Board: Date

### **iii. IN211 CENTER AND SYSTEM-WIDE STANDARDS**

IN211 Board-approved on 1/23/01 for use by all IN211 Centers

**IN211 Center Standards include AIRS Accreditation** with the following provisions:

- a) I&Rs that wish to apply to the Partnership to become 2-1-1 Centers must be accredited by AIRS. I&Rs that participate in 2-1-1 system but that do not receive the original 2-1-1 call will not be required to be AIRS accredited.
- b) If not accredited by the time of 2-1-1 implementation, I&R call centers that wish to apply to the Partnership to become 2-1-1 Centers will be required to submit documentation of (i) AIRS accreditation application paid fee by time of operation, (ii) self-evaluation based on AIRS accreditation criteria with action plan for meeting standards where deficient, and (iii) cooperative relationships within geographic area defined. The Indiana 211 Partnership will allow reasonable time to become compliant with the Taxonomy and Data Elements components of the Resource Database Criteria.

#### **IN211 System-wide Standards**

- a) Provide 24-hour live coverage, year-round.
- b) Ability to publicize 2-1-1 services and educate the public on an on-going basis.
- c) An agreed upon plan that has call centers working in tandem to ensure 2-1-1 service to all areas of the state.
- d) Ability to access resource data statewide.
- e) Ability to track and share information on client needs and unmet needs.
- f) A common means of measuring outcomes for the operation of 2-1-1 Centers.
- g) An agreed upon means of providing information to communities on requests for assistance, perceived gaps and barriers to service.

## **iv. IN211 ORGANIZATIONAL INFORMATION**

Materials for this Section includes information below,  
which are available on the IN211 website:

Memorandum of Understanding (MOU) for membership  
By-laws for IN211  
Current roster of Board of Directors  
Current Membership Roster

## v. LIST OF SUPPLEMENTAL RESOURCES

**Indiana 211 Partnership, Inc.**, IN211, is a nonprofit organization that was authorized by the Indiana Utility Regulatory Commission as the sole authorized user of the 2-1-1 dialing code (IURC Order issued 2/20/02). Membership in Indiana 211 Partnership is required for all IN211 Centers.

Indiana 211 Partnership, Inc.  
 3901 N. Meridian Street, Ste. 9  
 Indianapolis, IN 46208-4026  
 (317) 921-7527 office  
 (317) 502-8504 cell  
 (317) 921-1397 fax  
[www.in211.org](http://www.in211.org)

**Alliance of Information and Referral Systems, AIRS**, is the professional association for nearly 1,000 programs throughout North America that provide information and referral on human services in their respective communities. AIRS maintains the individual certification and agency accreditation processes. Membership in AIRS is required for all I&R organizations which apply for and maintain Accreditation. See [www.airs.org](http://www.airs.org).

AIRS National Headquarters	AIRS Portland Office
11240 Waples Mill Road Suite 200 Fairfax, Virginia 22030	P.O. Box 33095 Portland, Oregon 97292
Phone: (703) 218-2477 (AIRS) Fax: (703) 359-7562 (information, membership, certification, accounting)	Phone: (503) 257-3537 Fax: (503) 251-8383 (accreditation, AIRS Affiliates, newsletter)

**AIRS-Indiana (formerly called Indiana Information and Referral Association, IIRA)**, is the statewide affiliate of AIRS, which provides networking and training opportunities for information and referral professionals. AIRS-Indiana usually meets quarterly and hosts two certification exams per year. AIRS-Indiana is responsible for the following: approving certification test dates, times and locations; identify and coordinate affordable training sessions; promote AIRS products and services; holding regular meetings; maintaining information about the I&R field within the state; and participate in the AIRS Affiliate Council. AIRS-IN maintains an e-mail list that may be accessed by e-mailing [airs-in@yahoogroups.com](mailto:airs-in@yahoogroups.com).

**2-1-1** at the national level is comprised of several affiliated groups. **AIRS** and **United Way of America** are the primary organizations. The **National 211 Coalition** is comprised of several national I&R-related organizations (AIRS, NASUA, NACCRA, American Red Cross, etc.), for the purposes of advancing the vision for an integrated 2-1-1 system. The **National 2-1-1 Assembly** is an emerging organization of 2-1-1s. See [www.211.org](http://www.211.org).

# I. SERVICE DELIVERY

## 1. Information Provision

**Standard 1: The I & R service shall provide information to an inquirer in response to a direct request for such information. Information can range from a limited response to detailed data.**

## 2. Referral Provision

**Standard 2: The I & R service shall provide information and referral services in which the inquirer has one-to-one, human contact with an I & R specialist. Specific criteria are established to cover the following issues: timeliness, including 24/7 provision for 2-1-1 and tracking; crisis handling; cost; skill level, and confidentiality.**

### **IN211 Live Answer Definition**

“Live Answer” is defined as “personal voice interaction” with a live, trained I&R Specialist without being required to hang up and dial a separate number nor to wait more than 5 minutes. The minimum standard for compliance with this policy will be 95%.\* IN211 Centers must provide for live answer at the Center or through forwarding calls to another IN211 Center 24 hours per day, 7 days per week, 365 days per year.

\* The total number of reported calls not answered live include all going to voicemail, answering machines and answering services, all abandoned calls over 30 seconds, and all Lost calls.

Definition adopted 9/13/05 to replaces Interim Live Answer Policy from 11/09/02.

### **IN211 Confidentiality Policy**

A structured relationship exists between I & R Specialists and inquirers for the safety and protection of both. It is our policy that all aspects of the interaction with the inquirer are confidential and will be handled in such a way to insure the individual's privacy and preserve his or her dignity.

Confidentiality shall be maintained at all times, except in cases when the release of information is required by State or Federal laws. I & R Specialists may disclose confidential information when appropriate for reasons that benefit the inquirer, but only with specific consent given by the inquirer.

I & R Specialists should not discuss confidential information in any setting unless privacy can be ensured. Private inquirer information including, but not limited to, paper and electronic records, shall be kept secure and confidential.

Approved by IN211 board: 07/08/03

### **3. Advocacy/Intervention**

**Standard 3: The I & R service shall offer advocacy to ensure that people receive the benefit and services to which they are entitled and that organizations within the established service delivery system meet the collective needs of the community.**

#### **4. Crisis Intervention**

**Standard 4: The I&R service shall be prepared to assess and meet the immediate, short-term needs of inquirers who are experiencing a crisis and contact the I&R service for assistance. Included is assistance for individuals threatening suicide, homicide or assault; suicide survivors; victims of domestic abuse or other forms of violence, child abuse/neglect or elder/dependent adult abuse/neglect; sexual assault survivors; runaway youth; people experiencing a psychiatric emergency; chemically dependent people in crisis; survivors of a traumatic death; and others in distress.**

**The I & R service shall have a written policy which addresses the conditions under which follow-up must be conducted.**

#### **5. Follow-Up**

**Standard 5: The I & R service shall have a written policy which addresses the conditions under which follow-up must be conducted. The policy shall mandate follow-up with inquirers in endangerment situations and in situations where the specialist believes that inquirers do not have the necessary capacity to follow through and resolve their problems.**

## II. RESOURCE DATABASE

### 6. Inclusion/Exclusion

**Standard 6: The I & R service shall develop criteria for the inclusion or exclusion of agencies and programs in the resource database.**

#### **IN211 Database Inclusion Policy**

##### ***Purpose***

A person in Indiana who calls 2-1-1 will have their call answered by a trained Information & Referral (I&R) Specialist. The I&R Specialist will assess the caller's needs and give information that will enable the caller to connect with available human services to meet those needs. In order to work effectively, the I&R Specialist will use a database with a comprehensive listing of human services available in the local 2-1-1 Center service area.

The purpose of the Indiana 211 Partnership Database Inclusion Policy is to insure that the 2-1-1 Center databases include the most complete, accurate and up-to-date information available for I&R Specialists and for the 2-1-1 callers they serve. Also, as required by the accreditation standards of the Alliance of Information & Referral Systems (AIRS), the following policies are to be uniformly and fairly applied and published so that 2-1-1 Center staff and the public will be aware of the scope and limitations of the databases.

##### ***General Policy***

The Indiana 211 Partnership uses the "Alliance of Information & Referral Systems Definition of Human Services adopted for the field of I&R" (October 14, 2000), which is as follows:

Activities that help people to become more self-sufficient, sustain independence, strengthen family relationships, support personal and social development and ensure the well-being of individuals, families, groups and communities. Specific human services include ensuring that people have access to adequate food, shelter, clothing, and transportation; financial resources to meet their needs; consumer education and decision support; criminal justice or legal services; education and employment; health and mental health care including substance abuse services; and environmental protection; both routinely and in times of disaster or other emergencies. Human services also facilitate the capabilities of people to care for children or other dependents; ensure that protective services are available to those who are vulnerable; provide for the support of older adults and people with disabilities; offer social, faith-based, and leisure time activities; provide for the cultural enrichment of the community; and ensure that people have the information they need to fully participate in community life.

Further, the Indiana 211 Partnership requires that each IN211 Center shall be responsible for:

- Maintaining a comprehensive database that lists human service programs available to those persons from whom the Center will be taking calls.
- Employing qualified staff whose duties include following a structured process for researching, editing, entering data and managing all aspects of the 2-1-1 Center's human services database, and who periodically review database content to insure that it continues to meet the changing needs of the local communities.
- Complying with database inclusion policies as specified by the Indiana 211 Partnership, except that an individual 2-1-1 Center may choose to include listings that exceed the Indiana 211 Partnership policy requirements when it is considered necessary by the 2-1-1 Center to meet local needs.
- Implementing the database inclusions policies and procedures in an open and fair manner that serves the broadest human service needs and requirements of the populations served by the 2-1-1 Center.
- Offering a written step-process for resolving local disputes that might arise regarding database inclusion and/or content. The final step in the process shall be an appeal to the Indiana 211 Partnership board, which will have the ultimate authority to resolve any disputes over 2-1-1 services.

***Information to be included in the 2-1-1 Center database:***

Each IN211 Center shall include information about human service programs based on the needs of the individuals and organizations that rely on the database within that 2-1-1 Center's service area. In general, priority for inclusion shall be given to programs and services that are available to persons within the call area and meet one or more of the following guidelines:

- Directly serve the public at-large, and that are offered by nonprofit or governmental human service organizations. This would include food pantries, counseling services, health clinics, literacy programs, government aid and free legal representation. It typically would not include entities whose sole purpose is planning or lobbying such as community service councils, or programs that are closed to the public such as corporate holiday assistance available only to employees of the company.
- Respond to needs that are *unmet*<sup>1</sup> by the nonprofit sector, but are offered by a for-profit organization. An example would be a grocery store that provides delivery service for a nominal charge; something that would be very helpful to seniors or homebound persons. The inclusion of for-profit organizations also may depend in part on whether those organizations offer services at a reduced rate for lower income individuals and on whether the inclusion of such organizations, in the judgment of the 2-1-1 Center staff, would adversely affect the usability of the database.

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<sup>1</sup> Unmet means either that a service is not available, or that demand for a service substantially exceeds supply.

- Are available from groups and organizations that play a special role in the local human service delivery system: Examples would be support groups such as Alcoholics Anonymous (AA) and Narcotics Anonymous (NA) that are widely valued for their work but that are not incorporated and do not have formal administrative structures.
- Are not already adequately catalogued in other community lists and databases. For example, a 2-1-1 Center might maintain a list of below-market-rate housing units in a community where demand for low-cost housing is high. However, it typically would not keep a list of daycare providers and instead would refer callers to the local Child Care Resource & Referral agency for those listings.

Staff of a 2-1-1 Center will make decisions about including resources based upon the overall purpose of the database and the needs of database users. Any service or program may be omitted from the database if, in the opinion of staff, it does not serve the overall purpose or does not meet the needs of users.

While no organization has the right to be included in the 2-1-1 Center human services database, and staff of each 2-1-1 Center must use professional judgment in determining what resources to include, 2-1-1 Centers should provide a formal appeal process to resolve complaints from organizations whose services may not be included for listing or from consumers who use the database.

***Other information that may be included in the 2-1-1 Center database:***

Each 2-1-1 Center also may include various categories of “how-to” information that would enable I&R Specialists to guide people through the process of obtaining services in both the nonprofit and for-profit sectors. This might include, for example, information about applying for material assistance from a Township Trustee; application procedures and income guidelines to qualify for a public assistance such as Food Stamps; and special information that must be given to crime victims such as callers who have been raped or who are involved in domestic violence.

***Disclaimer***

Each IN211 Center maintains a listing of many services that are available to residents of that Center’s respective service area. Information collected by each IN211 Center is provided voluntarily by the organizations that are listed. Staff makes only routine editorial revisions for consistency of style and format and does not evaluate the programs and services. Any organization that has a service listed in a 2-1-1 Center database is prohibited from using that fact in any way to promote the service. Inclusion of a program or service in an IN211 Center database does not in any way represent or imply a determination or approval of the quality of those services. Exclusion does not reflect on any organization's contribution to the community.

The Indiana 211 Partnership and the 2-1-1 Centers neither guarantee nor make any representation as to the accuracy or completeness of the information contained in the respective databases. The Indiana 211 Partnership and the 2-1-1 Centers disclaim any and all responsibility and liability that may be asserted or claimed resulting from or arising out of reliance upon the information and procedures presented in the databases.

Approved by the Indiana 211 Partnership board: 9/10/02

## **7. Data Elements**

**Standard 7: A standardized profile shall be developed for each organization that is part of the local community service delivery system or other geographic area covered by the I & R service. The I&R service shall use I&R database software that supports the data elements in the AIRS Standards.**

### **IN211 Standard Resource Data Elements and Process Measures**

#### *Standard data elements for Resource records*

- Use all required data elements in AIRS Standards (unique record ID, legal name of organizations and AKAs, program name, street and mailing addresses, phone, fax, TTY, e-mail, web, hours, services provided and target populations served, eligibility requirements and documents, geographic area served, application process, languages other than English, legal status, fee structure, payment method, name & title of director, date info was verified)
- Of recommended data elements, ask ADA-compliance or access for persons with disabilities as a longer-term goal for standard data element

#### *Process measures*

- Hours of initial and ongoing training for Specialists
- Number of records in database
- Number of records updated in given time period

Approved by IN211 board: 7/09/02

## **Standard 8: Indexing the Database/Search Methods**

**Standard 7: Information in the resource database shall be indexed and accessible in ways that support the I & R process.**

## **9. Classification/Taxonomy**

**Standard 9: The I & R service shall use a standard service classification system to facilitate retrieval of community resource information, to increase the reliability of planning data, to make evaluation processes consistent and reliable, and to facilitate national comparisons of data.**

### **Standardization of Resource Database**

IN211 requires each Center to use the standardized geostructure and standardized keyword list. Every program must be attached to the standardized keywords that reflect the core service and each county served by that program in the service area of the Center. As a part of the AIRS requirements, all Centers must utilize the INFOLINE Taxonomy in classifying the resource database.

Approved by IN211 board: 5/9/06

## **10. Database Maintenance**

**Standard 10: The resource database shall be computerized, maintained through continuous revision or at intervals sufficiently frequent to ensure accuracy of information and comprehensiveness of its contents. The database shall be maintained by trained resource specialists and shall be totally updated at least annually.**

### **Quality Assurance for Resource Database Updates**

IN211 Standards Committee has developed QA measures for testing accuracy of resource database and compliance with AIRS Standards. The protocols and sample size may vary from year to year. The goals, minimum standards, and annual protocols are detailed in Addendum.

Approved by Standards Committee as part of 2005 Evaluation, 8/10/05-11/2/05;  
Approved by Board 5/9/06

# III. REPORTS & MEASURES

## 11. Inquirer Data Collection

**Standard 11: The I & R service shall establish and use a system for collecting and organizing inquirer data that facilitates appropriate referrals and provides a basis for describing requests for service, identifying service gaps and overlaps, assisting with needs assessments, supporting the development of products, identifying issues for staff training and facilitating the development of the resource information system.**

### **IN211 Standard Caller Data Elements and Process Measures**

Standard data elements for Caller records and process measures are to be recorded in the standardized data fields using the approved "Definitions," an Addendum to this document, for the following:

#### *Standardized data elements for Caller records*

- zip code
- sex
- age range
- language used in call (Spanish, English)
- type of service provided (info, referral, advocacy)
- relationship to client (self, friend, professional)
- need
- referral(s) given

#### *Process measures*

- Date and time call comes in
- Time spent on call
- Who handled call
- Number of outgoing calls
- Follow up done or surveyed
- Hours of initial and ongoing training for Specialists

Approved by IN211 board: 7/09/02, with Definitions approved 6/1/05

## **12. Data Analysis & Reporting**

**Standard 12: The I & R service shall develop reports using inquirer data and/or data from the resource database to support community planning activities (or planning at other levels), internal analysis and advocacy.**

### **IN211 Data Reporting Policy**

For the purpose of aggregating caller, resource and trend data statewide, IN211 Centers will provide regular exports/reports with information from standard data elements and process measures, as required under Standards 7 and 11. Exports/Reports must be submitted electronically and are due to IN211 by the date and process required in the Addendum. Additionally, Centers will provide to IN211 copies of statistical reports generated for their local/regional planning organizations, as available.

Approved by IN211 board: 1/14/03, revised 5/9/06

## **IV. COOPERATIVE RELATIONSHIPS**

IN211 encourages each Center to develop relationships with potential partners/stakeholders in the community, such as child care resource or referral agencies, area agencies on aging, community action agencies, community mental health centers, domestic violence shelters, emergency management organizations, county public libraries, and crisis/suicide intervention agencies. A memorandum of understanding (MOU) should be established with these stakeholders where appropriate, that is where the exchange is well defined.

### **13. Within Local I & Rs**

**Standard 13: In communities which have a multiplicity of comprehensive and specialized I & R providers, the I & R service shall develop cooperative working relationships to build a coordinated I & R system which ensures broad access to information and referral services, maximizes the utilization of existing I & R services, avoids duplication of efforts and encourages seamless access to community resource information. Comprehensive I&Rs shall define and formalize their working relationships with specific organizations through a memorandum of understanding (MOU), memorandum of agreement (MOA), or standard letter of agreement (SLA).**

### **14. Within Local Service Delivery System**

**Standard 14: The I & R service shall strive to develop cooperative working relationships with local service providers to build an integrated service delivery system which ensures broad access to community services, maximizes the utilization of existing resources, avoids duplication of effort and gaps in services and facilitates the ability of people who need services to easily find the most appropriate provider.**

## **15. Local, State, Regional, National & International**

**Standard 15: Comprehensive and specialized I & R services at all geographic levels (local, state/provincial, regional, national and international) shall strive to develop formal and informal working relationships with the objective of broadening the availability of information and referral to all inquirers, facilitating access to appropriate resources regardless of their origin and/or location, avoiding duplication of effort and funding, expanding the effectiveness of social analysis with more global information about needs and services, and augmenting the impact of advocacy efforts through coordination, where possible.**

## **16. Participation in Associations**

**Standard 16: The I & R service shall strive to strengthen state or provincial, regional, national and international I & R networks by becoming active in planning, program development, advocacy, training and other efforts at these levels.**

## V. ORGANIZATIONAL REQUIREMENTS

### 17. Governance

**Standard 17: The governance and administrative structure an I & R service needs to carry out its mission includes its legal status, program evaluation, policies and procedures, organizational code of ethics, sound fiscal practices, conducive physical environment, personnel management, staff training, and public relations.**

#### **Annual Governance Reports to IN211**

Each IN211 Center shall maintain documentation of organizational requirements at the agency, and shall be make such documentation available to IN211 director upon request. Items designated with an asterisk\* shall be submitted to IN211 Partnership on an annual basis.

Approved by IN211 Board: 1/14/03

The items below are compiled by each IN211 Center as a part of Accreditation documentation and shall be made available by an IN211 Center when requested by IN211 director:

- Charter/articles of incorporation
- List of advisory board/committee members
- List of all I&R staff \*
- Organization/program mission statement
- Bylaws or other authorizing statutes
- Most recent community needs assessment
- Evaluation/survey forms
- Employee handbook
- Code of Ethics
- Proof of agency insurance
- Most recent annual budget and financial statements \*
- Sketch of agency's physical layout

### **IN211 Center Insurance Policy**

IN211 Centers are required to maintain \$1 million in liability insurance coverage for all services related to the provisioning of 2-1-1.

Approved by IN211 Board: 11/18/03

## **18. Personnel Administration**

**Standard 18: The I & R service shall provide a framework and mechanisms for program and personnel management and administration that guarantee the continuity and consistency required for effective service delivery.**

The items below are compiled by each IN211 Center as a part of Accreditation documentation and shall be made available by an IN211 Center when requested by IN211 director:

Organization chart  
Job descriptions  
Job application forms  
Employment interview questions  
Performance appraisal forms

## **19. Training**

**Standard 19: The I & R service shall have a training policy and make training available to paid and volunteer staff.**

The items below are compiled by each IN211 Center as a part of Accreditation documentation and shall be made available by an IN211 Center when requested by IN211 director:

Training manual  
Schedule of training  
New employee orientation materials

## **IN211 Center Staff Orientation Policy**

IN211 Centers will ensure that all key staff and volunteers are acquainted with the expectations associated with providing 2-1-1 service, including these specific provisions:

- When a Center has a newly hired Center Manager, that Center's Manager is required to participate in IN211 Orientation/Training no later than 90 days after being hired, including a visit by IN211 Executive Director.
- Each Center's Manager, or her/his designee, must participate in IN211 Center Roundtable meetings. Participation may be via conference call when attendance in person is not feasible.
- Prior to taking any calls, all I&R Specialists must complete a minimum training that includes components interviewing techniques and attitudes; listening skills; communication; proper telephone usage; assessment techniques; information giving and referral procedures; confidentiality policy; use of internet; follow-up; data recording; maintenance of inquirer records; organization of the Taxonomy; use of the resource database; job-related equipment and tools including database software and the organization's telephone system; abuse and neglect reporting; working with multicultural/ethnic inquirers and non-English speakers through interpreters; local service agreements; older adults, people with disabilities, sexual minorities, and other special populations; techniques for handling calls from lonely, suicidal, despondent, or angry inquirers or those in crisis; and an overview of the Indiana-specific human service delivery system (trustees, office of family resources, area agencies on aging, community action programs, county health departments, etc).
- Within the first 30 days of employment/service, all I&R Specialists and Resource Specialists should complete an internal orientation that addresses the role, mission, and function of the I&R service; the role of the governing body; federal, state and local laws affecting service delivery; and the administrative structure, policies, and procedures of the organization. Orientation should include information about I&R Associations and Credentials, 24/7 IN211 Service Delivery Mechanisms and Relationships; Emergency Operations Protocol for local and system services. This orientation shall include role of 2-1-1 and relationship of individual Center to Indiana 211 Partnership and other IN211 Centers.

Approved by IN211 Board: 11/18/03, updated 5/10/05

## **20. Promotion & Outreach**

**Standard 20: The I & R service shall establish and maintain an ongoing program which increases public awareness of the availability of I & R services, their objectives and their value to the community.**

### **IN211 Promotion**

*Purpose:*

IN211 seeks to create a consistent statewide message about the 2-1-1 service. IN211 will provide opportunities for creation of a local message and credit for local partners.

*Contacts with Media:*

IN211 Centers shall not publicize, initiate or respond to media requests for information about 2-1-1 service without consultation and coordination with IN211 executive director. IN211 will notify Centers when initiating or responding to media requests affecting the Centers' region.

Approved by IN211 Board: 12/10/02; updated 5/9/06

### **IN211 Logo Policy**

Indiana 211 Partnership, Inc. has been granted a license to use and adapt the national 2-1-1 logo in Indiana. Once a Center Agreement is finalized with a Center, the IN211 Center is required to utilize the IN211 logo when promoting 2-1-1 service in print or electronic form. An IN211 Center is permitted to adapt the IN211 logo by adding the Center's organizational name as outlined in the IN211 Logo Usage guidelines. IN211 Centers will encourage collaborating organizations to use the "IN211 Partner" as described in the IN211 Logo Usage Guidelines. IN211 Centers will inform IN211 Executive Director of all known uses of the Center, Partner and Supporter logos in the Territory as described in Exhibit A.

Approved by IN211 Board: 11/18/03

## VI. DISASTER PREPAREDNESS

The Disaster Preparedness standard explains the requirements an I&R service must meet in order to best position itself to connect people to critical resources in times of disaster. Although most I&R services do not promote themselves as disaster service agencies, in the past decade I&Rs have been identified as natural community partners for the dissemination of information about community based disaster-related services. The I&R service shall be prepared to assess and provide referrals for inquirers who are experiencing a crisis due to a disaster of natural or human origin, or who want to offer assistance and contact the I&R service for a means to do so. Preparation includes a plan for the I&R to continue to provide services if its building is damaged or destroyed; and the ability to effectively accumulate and disseminate accurate disaster-related information, provide information and referral assistance for individuals impacted by a disaster and provide community reports on inquirer needs and referrals.

### **Standard 21: Emergency Operations and Business Contingency Plan**

**The I&R service shall have a written emergency operations and business contingency plan that specifically addresses disasters common to the area, but one that also prepares for emergencies in general. The plan shall reference emergency preparedness and mitigation activities such as structural alterations and changes in business operations; and shall address the steps to be taken before, during and after an emergency to prevent or minimize interruptions in business operations and assure long-term recovery.**

#### **IN211 Emergency Operations Plan**

In an effort to ensure continuity of 2-1-1 service statewide in responding to a Center-specific or community-wide disaster, each Center must:

- o provide an updated copy of its EOP (and or data for merging in the common template) within one month of the annual IN211 disaster tabletop exercise;
- o participate in the annual IN211 disaster tabletop exercise;
- o ensure that IN211 office has contact information (home/cell) for two key staff; and
- o be willing to serve a point of access during local disasters, including expansion of local hours of operation, as appropriate.

Approved by IN211 board: 5/9/06

**Standard 22: Formal Relationships with Government and Private Sector  
Emergency Operations and Relief Agencies**

The I&R service shall participate in ongoing cooperative disaster response planning in the community and shall take all steps that are necessary to become recognized as an integral part of the community's emergency preparedness and response network.

**Standard 23: Pre - and Post-Disaster Database**

The I&R service shall develop, maintain, and/or use an accurate, up-to-date computerized resource database that contains information about available community resources that provide services in times of disaster. Database records shall include detailed descriptions of the services organizations provide and the conditions under which services are available; and shall be indexed and accessed using the Disaster Services section of the AIRS/INFO LINE Taxonomy of Human Services.

**Standard 24: Disaster-Related I&R Service Delivery**

The I&R service shall provide information and referral services to the community during (when appropriate) and following a disaster or other emergency. This service shall include assessing the needs of the inquirer, evaluating appropriate resources, indicating organizations capable of meeting those needs, helping inquirers for whom services are unavailable by locating alternative resources and actively participating in linking inquirers to needed services or volunteer opportunities.

**Standard 25: Disaster-Related Inquirer Data Collection/Reports**

The I&R service shall track inquirer requests for service, referrals and when appropriate, demographic information about the inquirer; and shall be prepared to produce reports regarding requests for disaster-related services and referral activity.

**Standard 26: Disaster-Related Technology Requirements**

The I&R service shall have technology in place that facilitates the ability of the organization to maintain service delivery during times of disaster or a localized emergency.

**Standard 27: Disaster Training and Exercise**

The I&R service shall train staff on emergency operations and business expectations upon hiring and shall provide ongoing training at least annually thereafter. The I&R service shall actively participate in community disaster exercises to test the organization's emergency operations plan.

## **VII. PROCEDURE TO REQUEST CENTER-SPECIFIC MODIFICATION(S) TO OPERATIONS MANUAL**

While committed to high standards, IN211 recognizes that Centers may not be able to comply with all criteria at all times. Additionally, IN211 wants to encourage innovation that advances the goals of IN211 and of the information and referral field. In keeping with IN211's developmental approach and appreciation for innovation, an IN211 Center may request at any time a modification to the requirements set forth in Section I of the Operations Manual. The request must be in writing and should include justification that may include any of the following:

- 1) Identify the specific requirement(s) to be modified with reference to the provisions of Section I;
- 2) Provide detailed reasons why the IN211 Center cannot comply with the identified Section I requirement(s);
- 3) Describe and estimate the costs to comply with the Section I requirement(s) for which a modification is sought, where applicable;
- 4) Propose substitute requirement(s);
- 5) Describe advantages and disadvantages of the proposed substitute requirement(s);
- 6) Describe and estimate the costs to comply with the substitute requirement(s);
- 7) Describe the period of time the IN211 Center proposes the substitute requirement(s) will remain in effect.

The Partnership shall review the request in a timely manner and promptly notify the IN211 Center if it finds a modification request incomplete. The Partnership shall provide the requesting IN211 Center with a decision within ninety (90) days of receiving a complete request. The IN211 Center shall remain subject to the requirement(s) set forth in Section I while the Partnership's review of a request for modification is ongoing.

The Partnership may take such action on a request as it considers appropriate in the exercise of its sole discretion. If the Partnership approves substitute requirement(s), it shall include the substituted requirement(s) as a part of Section II and, upon doing so, the requesting IN211 Center only shall become subject to them. In lieu of doing so, however, the Partnership may modify the requirements set forth in Section I to reflect the substitute requirement(s) if it finds them appropriate for all IN211 Centers.

## VIII. CENTER SPECIFIC MODIFICATIONS

What follows is for example purposes only until modifications are requested by Centers and adopted by IN211.

### Modifications To Standards

#### **Sample A**

##### SERVICE DELIVERY

Standard 2: Referral Provision, specific to timeliness

*IN211 Center # 1 Name* provides live answer at the Center for all 2-1-1 calls received between 8am-8pm, seven days a week. *IN211 Center #1* has documentation to demonstrate that 98% of calls are answered live at the Center. The remaining 2% of calls are “after-hours” calls, which are received between 8pm and 8am daily and are call-forwarded to a commercial answering service. A live operator uses a template to determine whether the call is provided referrals to after-hours services (crisis intervention, homeless shelter, or emergency) or the opportunity to leave a name and telephone number for a return call from a trained I&R Specialist during business hours.

Approved by IN211 Board: \_\_\_\_\_

*Note that this example above actually meets the "Interim Live Answer" policy, but might be appropriate once 24/7 live answer is required.*

#### **Sample B**

##### REPORTS AND MEASURES

Standard 10: Inquirer Data Collection

The accreditation criteria II.A.2 requires appropriate security precautions, including “provisions for storage, retrieval, use and ultimate disposal of records.” While it has written protocols for storage and retrieval of confidential information, *IN211 Center # 1 Name* does not have written policies or procedures for disposal of electronic records. A *Center#1* board-level committee is reviewing this matter and anticipates that *Center # 1* will comply with this requirement by January 2004. *Center # 1* meets all other criteria required for Standard 10.

Approved by IN211 Board: \_\_\_\_\_

## IX. ADDENDA FOR OTHER REQUIREMENTS

What follows are additional plans or procedures approved by the IN211 Board of Directors that are required for IN211 Centers. These plans or procedures are not incorporated in the body of the Operations Plan because they vary from year to year and/or are developed by the Roundtable directly. These include:

### 1. Annual Holiday Plan to ensure 24/7 coverage

The holiday plan assure 24/7 coverage statewide by “sharing the burden” by dividing responsibility for “major holidays” among Centers. The holiday plan also creates an opportunity for optional coverage for “minor holidays” through payment into a pool on a sliding scale basis (based on call volume). Funds collected in the pool are awarded to Centers that cover the “major” holidays.

### 2. Definitions for caller and resource records

**Requirement:** Per Policies under Standards 7 and 11 approved 7/9/02, each IN211 Center must maintain required data elements and process measures for caller and resource records. Each Center must export resource data to central repository for use with routing errors, 24/7 and disaster situations. Proprietary rights are respected. Consolidated database file is available for all Centers.

This includes the field structure, field assignment and protocol for completing field for each required data element. Staff at IRN assist with data structure and adapting former data fields via telephone and online meetings. Complete Definitions are available on the Centers Only page of the IN211 website <http://www.in211.org/centers/centersmaterials.html>

Definitions for Caller data elements were finalized 6/1/05 for adoption 7/1/05. Requirements for Resource data elements were outlined in original Operations Manual 7/9/02. During 2006, the IN211 Database Committee is developing a style guide for use with resource databases. During 2006 annual updates to organizations, all Centers are expected to include time zone (ET or CT) in hours of operation.

### 3. Data reporting requirements and procedures

**Requirement:** Per Policies adopted under Standards 12 and 14 approved 1/14/03, each IN211 Center provides to IN211

- o Copies of statistical reports that are submitted to other organizations;
- o Annual report, if produced;
- o Monthly and quarterly reports; and
- o Other reports, as required (i.e. results of 2-1-1 utilization study conducted in April).

In the original Operations Manual, IN211 developed monthly and quarterly reporting requirements. During 2005, IN211 tested a web-based data aggregation and reporting tool through Luther Consulting, which replaced the monthly/quarterly report submissions. The process for report (or data) submissions has not been finalized for 2006. Addendum 3 illustrates the data collected on the monthly/quarterly reports, as approved by the Board in 2002.

### 4. Quality Assurance (QA) for Resource Database Updates

IN211 developed Quality Assurance (QA) measures and protocols for assessment of resource database accuracy and compliance with AIRS Standards.

Requirements: Each Center must provide data export and/or applicable reports to 30 days prior to annual review, which includes database verification. Each Center works to meet and exceed minimum standards for each Database Resource Update goals below.

Goals	Minimum Standard
Resource database updated on an annual basis.	100% of records will show they have been updated in the past 12 months.
Demonstrate acceptable error rate in resource database	Not more than 10% of records will have an error.
Caller and resource database backed up	Daily
Back up data taken off site	Daily
Reindex all database tables	Monthly
Complete resource data check utility	Quarterly
Test database restore function	Once per quarter

## 5. Emergency Operations Plan

### Requirement:

- o Each Center must provide an updated copy of its EOP (and or data for merging in the common template) within one month of the disaster tabletop exercise.
- o Each Center must participate in the annual disaster tabletop exercise.
- o Each Center must ensure that IN211 office has emergency contact information (home and cell numbers) for two key staff.

Through a bioterrorism grant from the Indiana State Department of Health in 2003-2004, IN211 hired a homeland security consultant to help IN211 develop an emergency operations plan and template, and to conduct a disaster tabletop exercise. The template includes a word document for merging with a data source (provided to Centers in MS Excel; maintained by IN211 in MS Access).

Each IN211 Center must provide updated information (for merging) and/or its EOP by the annual deadline. For 2006, all Center EOPs are due to IN211 within one month after the disaster tabletop exercise, to be held September 12. The complete EOP is available on the hidden "Centers Only" page of the IN211 website. <http://www.in211.org/centers/centersmaterials.html> For assistance with the IN211 EOP, contact the IN211 executive director.

**6. Standardized Keyword list for Resource database** (updated as needed)

Per agreement within the Roundtable and Database Committee, each IN211 Center must utilize the Standardized Keyword list by attaching every program at minimum to two standardized keywords: the county keyword and the core service keyword. The goal is that another I&R Specialist may find the program in a search using a county keyword and a core service keyword.

Centers may use localized keywords as long as every program is attached to appropriate keywords from the standardized keyword list. The Standardized keyword list is available on the Database Committee page of the IN211 website. <http://www.in211.org/databasematerials.html> A script file is available for Centers using localized keywords. IRN staff can assist with implementation or trouble-shooting.

**7. Standardized Geostructure for Resource and Caller database**

IN211 developed a standardized geostructure for use within all IN211 Centers and database partners (area agencies on aging, libraries and others) to enable data sharing. Updates to the geostructure are made available periodically. The geostructure and related files are available on the Database Committee page of the IN211 website. <http://www.in211.org/databasematerials.html>

## ADDENDUM 1: Approved IN211 Holiday Plan for 2006

**Expectation – IN211 and Centers will ensure that 100% of calls will be answered live in 2006.** Centers may answer calls live locally or may participate in the IN211-supported after-hours contract (IRN). Centers use the 5% rule of “live answer” definition for disaster or unplanned call spikes only (not holidays, lunches nor hours other than 8am-5pm). If IRN receives 6 or more calls per hour from a Center’s territory 75% of the that time period in a month, IN211 will request that the Center expand service for that time period no later than 30 days from notification. IN211 will monitor the call volume to help determine cost effectiveness (and better service) of answering calls locally (rather than IRN).

*Example:* As an example, if FCFH-Allen is showing consistently 8 calls between 7-8am on more than 15 of the 21 business days in a month, then perhaps it would be better to have FCFH-Allen open at 7am. If their call volume on Saturdays increases to 6 or more calls per hour for 3 of the 4 Saturdays in a month, then it might make more sense for FCFH-Allen to consider opening on Saturdays OR contributing to the cost of the extra person in IRN that the call volume requires. IN211 would notify FCFH-Allen; FCFH-Allen would have 30 days to expand their hours or contribute to cost of additional staffing at IRN.

### “Major” Federal Holidays covered by IRN at no additional cost to IN211 Centers

The following federal holidays will be covered by IRN in 2006, as a part of its contract with IN211.

Monday, January 2, New Year’s Day  
Monday, May 29, Memorial Day  
Tuesday, July 4, Independence Day  
Monday, September 4, Labor Day

The call volume from each Center’s territory will be monitored in 2006, with a possible request for funding or sharing of calls for 2007. Generally speaking, if the volume surpasses 6 calls/hr 75% of the time from a territory, then IN211 may request the Center either remain open or provide funding assistance to support IRN. (See example above.)

### “Major” Holidays shared by Centers with capacity to handle volume

*The Centers covering the following major holidays would receive a \$1,000 bonus. To be eligible for the bonus, the Center must demonstrate it has adequate call handling capacity to serve expected statewide call volume in office with database access. IN211 and IRN will provide sample statistics from 2005 to help predict staffing needs.*

Thursday, November 23, 8am, - Friday, November 24, 8am (Thanksgiving)  
Sunday, December 24, 8am- Monday, December 25, 8am (Christmas Eve – morn)  
Monday, December 25, 8am-Tuesday, December 26, 8am (Christmas Day – next morn)

*The Centers covering the following shifts during major holidays would receive a \$750 bonus.*

Friday, November 24, 8am-5pm (day after Thanksgiving)  
Sunday, December 31, 5pm – January 1, 8am (New Year’s Eve – morn)

**Suggested “Sharing” for 2006:** FCFH-Allen cover 11/23; FCFH-St. Joe cover 11/24; FCFH-Southwestern cover 12/24; IRN cover 12/25; ?? cover 12/31. Holidays could rotate in future years.

### “Minor” Federal and other Holidays – option for IRN to cover for a fee

A Center may elect to request that IRN cover its minor holidays for an additional cost, based on the Center’s total annual call volume. Both the request and payment for 2006 minor holiday coverage must be submitted to IN211 no later than (date TBD).

#### Cost

If the Center’s annual call volume in 2005 is less than 10,000 calls, the cost per holiday is \$150.  
If the Center’s annual call volume in 2005 is between 10,000 and 20,000 calls, the cost per holiday is \$250.  
If the Center’s annual call volume in 2005 exceeds 20,000 calls, the cost per holiday is \$500.

#### Sample minor holidays include Federal Holidays

Monday, January 16, Birthday Martin Luther King, Jr.                      Monday, February 20, Washington’s Birthday,  
Monday, October 9, Columbus Day    Monday, November 10, Veteran’s Day

*Other Days sometimes included in Agency policies:* Good Friday and Election Day

## ADDENDUM 2: IN211 Definitions for Required Data Elements

### Zip Code

The five digit postal zip code of the client's primary residence. If the client's primary residence zip code is not known, the Specialist records the caller's zip code. The IN211 minimum standard for reporting compliance is 80% of total calls.

### Gender

Specialist records the gender based on the client's or caller's identification. If the gender is not reported, the Specialist records the data based on name, voice, etc. Data element is coded as "unknown" when the caller is not the client and gender is not disclosed. The IN211 minimum standard for reporting compliance is 80% of total calls.

### Contact Made By

- 1) **Self** - The caller is the person in need of services, either for him/herself directly or for a minor child living in the home or for whom the caller has legal custody.
- 2) **Family/Friend** - The caller is seeking information on behalf of a friend or family member.
- 3) **Organization/Professional** - The caller represents an organization, landlord, medical provider, etc., either as paid staff or volunteer, and is seeking information and/or assistance for a specific client or client group.

### Age Range Definition

Specialist records the age based on the client's response, if needed for a referral. If the specific age of the client is not needed for a referral, the Specialist records the data based on assessment, voice, etc. Data element is coded as "unknown" when the caller is not the client and the age is not disclosed.

0-5	56-65
6-17	66-84
18-24	85+
25-40	Unknown
41-55	

### Date and Time

The date and time the call was originally received in the Call Center, taken from the IRis contact record. If the Specialist is not in IRis at the time the call is taken, he/she will note the date and time on the paper form which will then be overwritten in the IRis record when the call information is entered.

### Time Spent on Call

Taken from the "Time on Call" data in the IRis record. The IRis record is to be opened immediately upon receipt of the call and the record is to be closed immediately upon completion of all documentation for the call. If the Specialist is not in IRis at the time the call is taken, he/she will note the estimated time of the call on the paper form which will then be overwritten in the IRis record when the call information is entered.

### Who Handled Call

Taken from the "User ID" data in the IRis record. I&R Specialists are to log into IRis under their own worker numbers and use only his/her worker number to record call data. If the person who handled the call is not in IRis at the time the call is taken, he/she will note their worker number on the paper form which will then be overwritten in the IRis record when the call information is entered.

### Met Need

There is an appropriate resource in the database that satisfies the caller's request and the 2-1-1 Center has no indication that the client will be unable to be served.

### Unmet Need

There is not an appropriate resource in the database that satisfies the caller's request and/or the 2-1-1 Center has an indication at the time of the call that the client will not or may not be served.

### Call Interrupted/Terminated/Incomplete

Call is disconnected (for any reason) by the caller or the Specialist after a need is expressed by the caller but before resource information can be given.

Interrupted/Terminated/Incomplete calls does not include Abandoned Calls\* or Phantom Calls\*\* but does include those instances when a message was left which indicated a need but the 2-1-1 Center was unable to reach the original caller.

### Indication Client May Not Be Served (NOTE THAT THIS WILL BE UPDATED IN IRIS)

Client appropriately referred to trustee but may find it difficult to receive services; client's only option for Christmas assistance is a UCS general application; client coached to speak with landlord, utility company to try to make arrangements, etc.

### Need Too Large/Exhausted Available Services

Client qualifies for energy assistance but his \$1000 gas bill will still not get reconnected given the monetary limits of the program; Client already received help from Trustee and is ineligible to receive it again, etc.

### No Resource

Program not found to exist.

### Not Eligible For Existing/Currently Available Programs

Client does not meet financial guidelines; can't pass required drug screen, etc.

### No Transportation

Client appears to qualify for programs/services but is unable to get there and/or apply due to transportation issues.

### Other

A need is coded as unmet for reasons other than what is specifically defined. (Reason for unmet designation is listed in the Explanation/Description box.)

### Program(s) At Capacity/Waiting List

Client meets program requirements but there are no funds currently available; client needs shelter but no beds open; Thanksgiving baskets are all gone; client would like to apply for Section 8, etc.

### Program Temporarily Unavailable

Energy assistance program has not yet started; seasonal programs are not available at the time of the call; Tax preparation assistance sites are not functioning yet, etc.

### Refused Available Resources

A program exists for which the client may be eligible but he/she refuses to apply at that agency.

## Types of Service

**1. Information Only** –The caller knows exactly what he/she wants. No assessment is required. Examples of information calls include a request for a phone number or address of a specific agency or the caller is requesting the hours of operation for a specific program. If the Specialist can determine the need by the caller's request (caller specifically asks for the number to holiday assistance program, etc), the need is recorded. Only when the need is not identified is the need recorded as "telephone number request" or "telephone address request." Information Only also includes those calls when the caller asks what 2-1-1 is/does or asks for a phone number more appropriately served by 411.

**2. Crisis/Support Only** –The caller simply seeks someone with whom to talk. No referrals are given and no interventions are made. May include callers who have a plan of action or other mode of procedure with the IN211 Center.

**3. Assessment/Referral** – Time is spent conducting an evaluation/assessment of the client's situation (need, income, family situation, etc). Calls are coded as Assessment/Referral regardless of the specific referral(s) made, if no referral was made, or if the need was met or unmet.

**4. Advocacy/Assistance** – The Specialist makes a call to a service provider on behalf of a specific client (e.g. food pantry, shelter, multi-service center for last \$50, etc) regardless of whether or not the intervention was successful or the Specialist makes a call or calls to a service provider for a client who is unable to act on his/her own behalf (e.g. frail elderly, underage, emotionally distressed, mentally ill, etc) or who is in crisis of any kind. Follow-up with the client may be necessary. All suicide, homicide, and domestic abuse calls requiring a lethality assessment should be coded as Advocacy/Assistance, except those that fit the "Crisis/Support Only" definition above.

## Referral(s) Given

The number of instances in a given period of time when the Specialist provided information to a caller about a specific program or agency which may include a limited response such as a telephone number or address or more detailed data, which may include policies and procedures for application, intake and documentation requirements, hours of operation, etc.

## Language Used

A checkbox will be added: "Does Not Speak English." IN211 Centers will be notified which checkbox to use. The Call Center may record and track individual languages at their own discretion.

## Clients Served

The number of instances in a given period of time when the phone rings in the Call Center; there is a person on the other end; the person expresses a need; the Specialist provides some degree of information, assessment, referral, or intervention; and the call data is recorded in a database software program. Clients Served also includes persons who are provided information and referral through e-mail request, walk-in request, or postal mail request. Clients Served does not include web hits, outreach efforts, resource training, or other information provided without specific request. There is an initial contact record for every client served for whom a call, e-mail, walk-in or postal mail request was received. Third-party professionals calling on behalf of multiple clients in the same call are recorded as one client served (the professional) or as multiple clients served when an individual record has been created for each of those clients (additional contacts are added to the individual client's record).

## Additional Contacts

The number of calls received on the same day from the same client for the same need and the Specialist(s) is able to identify that this same person called earlier.

### Outgoing Calls

The number of calls/interventions made by I&R Specialists to Human Service agencies or other service providers on behalf of a specific client and calls to the client after the original contact has ended in order to provide follow-up and/or a continuation of service. Outgoing Calls are mandated in endangerment situations and in situations where the Specialist believes the client may not have the necessary capacity to follow through and resolve their need(s). Outgoing Calls does not include client satisfaction survey calls or resourcing calls to service providers for agency or program information.

### Outgoing Attempts

The number of calls made by I&R Specialists for the purpose of completing client satisfaction surveys but the caller was not reached to be able to complete the survey.

### Non 211/I&R Calls

1) **Staff** – the number of instances in a given period of time when the phone rings in the Call Center, there is a person on the other end, the person either asks to speak directly with a staff member or, after determining they are requesting a product or other service of the agency, would like to sell a product or other service to the agency, or for other reasons, are transferred to another staff person or a message is taken.

2) **Misdirected** - the number of instances in a given period of time when the phone rings in the call center and there is a person on the other end but the I&R is not the number the person was expecting to reach (e.g. trying to reach a cell phone company, attempting to get change from a pay phone, etc).

3) **Operator Error** – the number of instances in a given period of time when the phone rings in the call center but the caller incorrectly dialed the 7 or 10 digit number (e.g. wrong numbers).

4) **Lost Calls** - the number of instances in a given period of time when a caller leaves contact information on a voicemail, with a non-trained employee, or with an answering service but, after a minimum of three attempts on three different days, the center is unable to reach the original caller or when the phone rings in the call center, there is a person on the other end, but the call is disconnected (for any reason) before a need can be expressed by the caller. Lost Calls does not include Abandoned Calls\* or Phantom Calls\*\*.

5) **Prank Calls** - the number of instances in a given period of time when a caller reaches the IN211 Center through a mischievous act or joke. There is no information or human services need.

6) **Static/Silence** – the number of instances in a given period of time when the phone rings in the Center and the Specialist answers but there is only static or silence on the line.

\* **Abandoned** – In an ACD environment, the caller enters the queue and hangs up before the call is answered by a live, trained Specialist.

\*\* **Phantom** – This is a telephonic issue where there is no caller, there is only static or silence when picked up in the Call Center; or the system, itself, disconnects the call in response to parameters set by the agency.

Incoming Calls Calculation = (Non 211/I&R Calls + Additional Contacts + Clients Served)

Clients Served Calculation = (Total Number of IRIs records in a given period of time minus Total Non-211/I&R Calls in the same period of time)

### Outcome Survey

The number of instances in a given period of time when the Specialist made contact with the client for the purpose of ascertaining satisfaction with the 2-1-1 service and the agency/program to which the client was referred. (Note that during 2005, IN211 hired an external consulting firm to conduct outcome surveys for IN211 System.)

### ADDENDUM 3: Monthly and Quarterly Reporting Requirements

Report form approved by IN211 Board, 11/18/03, with minor changes approved May 2004. IN211 used a web-based aggregation tool in 2005 and has not determined the collection method for data in 2006.

REPORTING REQUIREMENTS	<i>Frequency And/Or Methodology</i>
Incoming calls	Monthly
Callers served (completed)	Monthly
Outgoing Calls	Monthly
For those not 24/7, after hours calls	Monthly
For those not 24/7, voice mail calls	Monthly
PHANTOM CALLS, and anecdotal info	Monthly, as appropriate
*Zip Code	Print out or spreadsheet file; quarterly
Center provides calls by zip code count	
*Sex	Quarterly
Male	
Female	
Unknown	
Total	
*Relationship of Caller to Client	Quarterly
Self	
Friend/Family	
Professional	
Other	
Total	
*Need	Print out/spreadsheet of top 15 needs monthly
Unmet needs and reasons for unmet needs	Print out/spreadsheet file of top 15 unmet needs monthly and all unmet needs quarterly
*Referrals	Print out/spreadsheet file of all quarterly
Center provides simple frequency initially	
*Number of Records Updated in given time period	
Programs with date of last change in QUARTER	Quarterly
Programs formally updated in last QUARTER	Quarterly
Agencies with date of last change in last QUARTER	Quarterly
Agencies formally updated in last QUARTER	Quarterly
Total programs not updated in last year	Quarterly
Total agencies not updated in last year	Quarterly
Total number of programs maintained	Quarterly
Total number of agencies maintained	Quarterly
% of programs referred to in last quarter	Quarterly
Process Measures, where applicable	
Average time answered (speed of answer)	M
Average time abandoned	M
Average time on call	M
Abandonment rate	M

## ADDENDUM 4: Quality Assurance (QA) for Resource Database Updates

### Quality Assurance (QA) for Database Resource Updates (DRU)

Attempts by the IN211 Center to update and/or add programs will be made in a variety of ways (phone, fax, e-mail, etc.). A DRU may not be recorded unless direct contact with a program representative has been made by IN211 Center personnel. At the Center Director's discretion, if he or she deems all possible attempts have been made to contact the program director without success, the decision may be made to remove the program from the database. Should such a decision be made, the IN211 Center shall send a letter on agency letterhead and signed by the director notifying the agency of this action.

#### **Goals and Objectives to be demonstrated during the annual IN211 evaluation shall be:**

	Goals	Minimum Standard	Evaluation Criteria
1.	Resource database updated on an annual basis.	100% of records will show they have been updated in the past 12 months.	
2.	Demonstrate acceptable error rate in resource database	Not more than 10% of records will have an error.	Only one error per record will be counted; denominator will be number of records
3.	Caller and resource database backed up	Daily	Printout from backup software log will be provided.
4.	Back up data taken off site	Daily	Status report information will include who is responsible for taking backup data off site and rotational scheduled if appropriate.
5.	Reindex all database tables	Monthly	
6.	Complete resource data check utility	Quarterly	Print out of results of check utility will be kept in status report information
7.	Test database restore function	Once per quarter	

Protocols for maintaining status report information (i.e., if the data is kept in an electronic file or binder and how often the Center audits itself – monthly, quarterly, twice per year, or only for the annual evaluation) will be at the discretion of the Center Director.

All reports will be submitted to the evaluation consultant 30 days prior to the initiation of the IN211 annual evaluation process.

## Protocol for Database Verification Checks by External Evaluators

Programs will be selected for resource database verification\* as follows:

- 1) Each IN211 Center will provide a copy of their entire database for the 12-month period to Partnership which will in turn deliver the data to the evaluation team. The 12-month period will be standardized to July 1 of the preceding year to June 30 of the current year.
- 2) A list of all available programs in the resource database, and the number of times the 2-1-1 Center made a referral to the program will be created.
- 3) The Center will identify all 24 hour crisis programs to which it makes referrals.
- 4) The list will sorted in descending order by frequency of referral.
- 5) The pool of potential programs shall consist of the top 50% of referrals given and those programs which serve callers in crisis (see item #3).

*\*This protocol was developed for 2005 database verification checks and may be altered for 2006.*

### Data elements which shall be verified by the evaluation team will be:

Data Element	What constitutes an error.	What does NOT constitute an error.
Name of program	Incorrect name; Name of service used in place of program name when the service and program name are not identical	Commonly used abbreviations or spelling out names that are commonly referred to by acronyms; minor typographical errors
Phone number	Any incorrect digit on organization's primary phone number and toll-free number (if applicable).	Incorrect extension
Address	Incorrect street number or Suite number; Incorrect street or building name; Incorrect city or state or incorrect zip code.	Minor typographical errors in street, city or building name-
Days and Hours of operation	Service not offered on day listed or service offered on day NOT listed.  Actual start/ open time LATER than listed start time. Actual end/ close time PRIOR to listed end time.	
Core services provided	A listed service that is NOT provided. Synonyms for similar services.	Misspellings of service names
Date last updated	Date of update greater than one year (365 days) from date entered or last date updated.	