Crossroads Consultative Services
Home Services - Parent Handbook
2019 - 2020

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ABOUT CROSSROADS CONSULTATIVE SERVICES

Crossroads is a provider of school, home, and community consultative services for children and young adults with an autism spectrum disorder (ASD) and other developmental disabilities. We serve individuals within a 30-min radius of our campus; exceptions are considered when our census requires. Our services are designed to promote independence and manage challenging behavior within the school, home, and community.

All services are based upon the evidence-based principles of Applied Behavior Analysis (ABA). Research shows ABA to be the most effective treatment for individuals with an ASD. Some of the components that help make ABA successful are:

- Individualized assessments
- Individualized treatment plans
- Breaking complex skills down into small, teachable steps
- Providing assistance (prompting) for new skills
- Error reduction procedures
- Positive reinforcement

Our Consultative Services Supervisors are Board Certified Behavior Analysts (BCBAs) who are also Licensed Applied Behavior Analysts (LABA) and have a master's degree (or higher) in Behavior Analysis, Psychology, Education, or similar field. All Supervisors have completed coursework, supervised field experience, and passed a competency-based examination.

For the provision of direct treatment, Crossroads employs Registered Behavior Technicians (RBT) and bachelors-level ABA Teachers who work under the direction of the Supervisors.
MISSION AND GOALS

Our mission is to provide comprehensive school, home, and community services built upon the principles of Applied Behavior Analysis. We are dedicated to helping individuals acquire the communication, social, vocational, and life skills necessary to achieve their highest level of independence as adults. We believe that all individuals have a fundamental right to services that promote the greatest degree of personal independence.

Personal independence for each individual is achieved through a partnership between school, community, and family. Our program uses a parent-training model in which staff members teach parents, caregivers, and other family members how to more effectively promote skill acquisition and manage challenging behavior. As such, we expect parents, caregivers, and other family members to play an active role in service delivery.

OUR SERVICES

Crossroads provides a large variety of services. These include:

- Parent training
- Assessment and treatment of challenging behavior
- Functional communication training
- Alternative and augmentative communication (ACC) device, manual sign, and vocal language skills training
- Teaching activities of daily living skills (ADLS)
- Toilet training
- Social skills training
- Teaching play and leisure skills
- Assessment and treatment of sleep problems (consultation-based)
- Teaching meal skills and expanding food repertoire
- Tolerating non-preferred activities (e.g., medical appointments, haircuts, etc.)
- Compliance training
- Routine building
- Reward and motivation systems development
- Teaching community safety skills
- Providing professional development
- School/district ABA evaluation
PROGRAM HOURS

We strive to provide a family-friendly schedule but must also work within the constraints of our staff's schedules. Currently, services are provided Monday to Friday, from 9:00 AM - 8:00 PM. Please see our calendar on page 6 for program closings. Make-up sessions are offered on weekends, holidays, and school vacations based on staff availability. In some cases, arrangements may be made on a short-term basis for morning hours, if for programming. Weekend services are considered based on staff availability. These arrangements are made on a client-by-client basis with special consideration of the clinical need and staffing location and availability.
# Home Services Calendar 2019-2020

**No Home Services Days**
- July 1 - 5: Summer Break #1
- August 26 - Sept 2: Summer Break #2
- October 14: Columbus Day
- November 27 - 29: Thanksgiving Break
- December 23-Jan 1: Winter Break
- February 17 - 21: February Break
- April 20 - 24: April Break
- May 25: Memorial Day
- June 28, 29, & 30: Summer Break or snow make-up days.

Home Services are generally not provided on weekends, holidays, or vacation weeks; these days are reserved for make-up sessions (pending staff and family availability).

**Early Release Days**
Home Services are provided on these days at an adjusted time. Staff are available to start sessions as early as 12:30.

- November 11: Election Day
- January 20: MLK Jr. Day
- Friday May 22

**Possible snow make-up days**
In the even Home Services are cancelled due to inclement weather, Home Services will be available on snow make-up days.
- #1: Friday, June 26
- #2: Monday, June 29
- #3: Tuesday, June 30
- #4: Saturday, April 11 (Early Dismissal)
- #5: Saturday, May 2 (Early Dismissal)
CONSULTATIVE SERVICES TEAM

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ORGANIZATIONAL CHART

Board of Trustees

President and CEO

Director of Consultative Services

Home Consultative Supervisors

Consultative Services Administrative Assistant

Home Services ABA Teachers
NON-DISCRIMINATION POLICY

Crossroads accepts clients of any race, color, sex, gender identity, sexual orientation, religious affiliation, national and ethnic origin to all the rights, privileges, programs, and activities generally accorded or made available. We do not discriminate on the basis of race, color, sex, gender identity, sexual orientation, religious affiliation, national and ethnic origin in administration of our educational/clinical policies, admissions policies, or other organizational-administered programs.

ASSESSMENT TOOLS

Depending on the type of services provided, one or more of the assessment methods listed below may be used.

**Interview:**
All assessments include an interview by a Supervisor, as well as parent survey.

**Direct Observation/ Descriptive Assessment:**
The Supervisor may directly observe your child under particular conditions or situations.

**Functional Assessment:**
Functional assessment is used to assess why a person is engaging in challenging behavior and is comprised of interviews, direct observation, data collection, and the manipulation of environmental variables to see their effects upon challenging behavior.

**Other:**
Other assessments may be used as necessary, depending upon the reason for referral.

Assessments take an average of 8-12 hours to complete and include preparation, interview, observation, assessment, testing, scoring, report writing, and treatment plan development.
TREATMENT MODELS

Every treatment plan is tailored to each individual's current needs. As such, each plan is different. In general, either a direct treatment or a consultative model will be used.

All treatment models begin with rapport building.

Direct Treatment Model:
The ABA Teachers provide direct treatment and parent-training sessions. A Supervisor provides supervision, parent training, and treatment planning. The number of hours of treatment provided is dependent on the findings of the assessment completed by the Supervisor.

Consultative Model:
A Supervisor assists parents and caregivers in learning the most beneficial ways to work with their child. The consultation model typically provides fewer hours than the direct treatment model and the services involved are less intensive.

STRUCTURE OF TREATMENT SESSIONS

While every treatment session is different, there are some common features of all sessions. Those features are noted below:

- During all sessions, you (or parent-designated adult) must be home at all times. If you or the parent-designated adult must leave for any amount of time, the ABA Teacher will go to their car and wait until you return or for a maximum of 30 minutes.
- The first 5-10 minutes of each session is reserved for setting-up materials and discussing relevant information.
- The last 10-15 minutes of each session is reserved for administrative responsibilities.
- During set-up and clean-up, you may be asked to help keep your child engaged so the ABA Teacher can perform their pre- and post-session duties.
- We may request that you designate a room or area solely for Home Services. This area does not have to be designated for Home Services 24/7, just during session time.
- Your child will be provided breaks throughout treatment.
• Some portions of Home Services are counselor-guided and require the ABA Teacher’s undivided attention. During these times, ABA Teachers may not be able to converse as easily as when your child is on a break.
• Other portions of Home Services are child guided. During these times, your child may work independently on skills they have mastered, and you and the ABA Teacher may be able to use this time to converse about your child’s program.

ROLE OF THE PARENT / CAREGIVER

Your involvement helps improve the efficacy of treatment. Lack of involvement is detrimental to your child’s development and progress within ABA treatment. Many research studies have demonstrated that when parents/caregivers are actively involved in their child’s ABA treatment program, the results are: increased developmental skills, improvements in progress, reduced conflict and stress inside of the home, and increased reports of marital satisfaction. Crossroads requires parent/caregiver involvement during sessions. Here are some ways you and your family may be asked to be involved:

• Participate in parent and family training
• Observe sessions and assist as needed
• Record data
• Assist in assessment
• Assist in treatment planning and goal setting
• Follow the treatment plan for your child
• Manage challenging behavior
• Be awake and available to participate during sessions
• Communicate to your Supervisor:
  o Your expectations for treatment outcomes
  o How your child is progressing outside of treatment
  o New or re-emergent challenging behavior
  o Changes in your child’s medication
  o If you start or stop any additional treatments (e.g., Speech Therapy, Physical Therapy, new diet)
  o If your funding source changes
  o Questions if you are unsure about anything related to your child’s program
Lack of involvement as described above may result in a corrective action plan. Failure to comply with the corrective action plan may result in termination of services pending a meeting with the clinical team.

**Note:**
While families are encouraged to observe and be involved in the treatment process, electronic monitoring, recording and/or distribution (e.g., audio, video, live streaming) of sessions or any other confidential information is prohibited without the written consent of Crossroads.

Other considerations for treatment include:
- Your relationship with Crossroads' staff members is a professional arrangement. Therefore, we ask that professional boundaries be maintained at all times:
  - Out of respect for our staff's personal time, please limit phone calls and texts to working hours. Emails are preferred outside of working hours.
  - Staff members are not permitted to accept (or initiate) “friend” requests on social media websites, such as Facebook, Twitter, and Instagram from family members of individuals served in the program.
- As indicated earlier, some portions of treatment are family-member guided and require your participation. Whenever possible, extended family members are incorporated into treatment.
- Caregivers may be asked to record data both during sessions and outside of sessions (in the morning, evening, weekends, or over school breaks) via paper and pencil or electronic data collection (e.g., google forms). It is imperative that data collection occurs when prescribed by the Supervisor.
REQUIREMENTS OF PARENT-DESIGNATED ADULT

We understand that sometimes parents or caregivers are unable to be present at a session. If you cannot be present, a parent-designated adult must be present with these qualifications:

- 18-years-old or older
- Familiar with your child
- Awake and available to participate during session
- Able to observe sessions and assist as needed
- Able and willing to follow the treatment plan
- Able to manage challenging behavior
- Committed to take data regularly
- Take part in any parent/caregiver targeted treatment goals

Permission is required before we are able to work with any parent-designated adult. Permission can be provided via email or written letter and you must add that parent-designated adult to your Patient Consent for use and Disclosure of PHI Form to give us permission to communicate protected health information (all behavior programming). If a staff member arrives at your home and there is a parent-designated adult present, who we have not received permission to work with, the session may be cancelled, and a No-Show Fee may apply if the parents or caregivers are unable to be contacted and consent provided.

SHOWER, TOILETING, AND DRESSING POLICY

One of the primary focuses of Home Services is teaching lifelong independence skills, such as showering, toileting, dressing, and undressing. Because teaching these skills involves your child disrobing, we require a parent or caregiver to be within line of sight when these skills are being taught and encourage parents or caregivers to take the lead role when teaching these skills.
Caregivers play an active role in Home Services. The amount of participation will vary across programs and will evolve over time. The goal is for caregivers to acquire the skills needed to become successful teachers. Below are our four different teaching models:

- **Staff Teaches, Caregiver Observes**
  
  Staff-lead teaching while the caregiver observes and learns from staff how to teach a particular skill.

- **Staff & Caregiver Co-Teach**
  
  Staff and caregiver teach the program together with the staff modeling the teaching procedures for the caregiver and then providing feedback to the caregiver during their turn.

- **Caregiver Teaches, Staff Observes**
  
  Caregiver takes the lead, while the staff observes. The staff are there to answer questions and give feedback. Staff will slowly fade their support and encourage independent teaching as the caregiver becomes more proficient teaching.

- **Caregiver Teaches**
  
  Caregiver teaches independently of the staff, however support from the Home Services Supervisor will continue to be available to consult on progress and challenges that may arise.
ROLE OF CROSSROADS IN HOME SERVICES

Crossroads employs professional staff with experience in working with individuals with development disabilities. All staff are trained at Crossroads on general policy, procedure, and ABA techniques before entering your home. Staff may train on your child’s programming in the home, and the amount of training time may vary from client-to-client. ABA Teachers and supervisors are assigned to families based on availability, scheduling, and location.

The Supervisors’ caseloads change periodically. If your supervisor will be changing, you will be notified at least two weeks in advance, and supervisors will work together to ensure a smooth transition. Additionally, ABA Teacher changes could take place at any time during the year. Many of our ABA Teachers are enrolled in graduate programs in the evening, and their class schedules may change from semester-to-semester, necessitating staffing or schedule changes.

When there will be a staffing change, your supervisor will make every effort to notify you as soon as possible and begin training a new staff member to ensure a smooth transition.

**Crossroads staff will:**

- Greet you in a friendly and professional manner upon arrival
- Be courteous and respectful to your entire family
- Be aware they are guests in your home
- Work with you to develop House Rules (see section on House Rules)
- Work with you to identify areas of need for your child, assess their current level of functioning, and develop a treatment plan specific to their needs and abilities
- Provide Home Services based upon ABA, evidence-based methods, and overall best practice
- Provide Home Services based upon a current treatment plan
- Implement skill acquisition and challenging behavior reduction procedures
- Collect and graph data as indicated in the treatment plan
- Maintain a program book and accompanying documentation
- Maintain professional boundaries with you and your family. Staff members are discouraged from sharing personal information, attending family functions, and accepting gifts
• Provide you and your funding source with written progress reports
• Explain all reports, assessments, treatment plans, and programs to you
• Provide you and other family members with the skills to help maximize your child’s quality of life
• Be aware and respectful of cultural and ethnic diversity
• Notify you of any out of the ordinary incidents

All Crossroads staff members are professionals and required to fulfill only the prescribed activities per the treatment plan and contract. Thus, there are activities in which staff members are not able to engage in while providing services. Below is a list of some examples of activities in which staff members may not participate:

• Discussing other clients with you
• Assuming the primary caregiver role at anytime
• Providing transportation for your child
• Running errands for or with you or any family member
• Conducting Home Services without a parent-designated adult over age 18 in the house
• Supervising or babysitting other children in the home during a session
• Conducting respite or babysitting
• Providing services outside of the agreed upon hours
• Providing services not specified in the treatment plan

Board Certified Behavior Analysts (BCBAs) and Licensed Applied Behavior Analysts (LABAs) are bound to the ethical codes prescribed by the Behavior Analysis Certification Board (BACB) and the Massachusetts Board of Allied Mental Health and Human Service Professions. As such, supervisors must refrain from certain activities such as:

• Engaging in personal relationships
• Disclosing confidential information about other clients
• Performing services without consent
• Engaging in non-evidence-based clinical practices
• Receiving gifts

Source: BACB Professional and Ethical Compliance Code for Behavior Analysts
CROSSROADS RESPITE POLICY

Crossroads understands that the individuals we serve often engage in challenging behavior. This challenging behavior necessitates respite care providers skilled in behavior management. Because of this, Crossroads does not prohibit its staff from providing private respite care for the families we serve. However, to prevent potential conflicts of interest that can arise from dual relationships, Crossroads prohibits ABA Teachers who provide Home Services to, also, provide respite care for the same family.

See Crossroads School Parent Handbook for Respite Policy

HOUSE RULES

We recommend you participate in the House Rules process, which is initiated at the start of Home Services and revised on an as needed basis. The purpose of House Rules is to provide you with a forum to inform staff of events, items and/or behavior that you prefer not to have in your house. Examples include parameters around the use of certain toys, wearing shoes in the house, consuming food and drinks, and preventing allergic reactions. These House Rules will be included in your child’s book. If you would like to amend the House Rules, notify your Supervisor.

COMMUNITY SERVICES

There are numerous situations in which ABA treatment could take place in a community setting. The most common are:

- Your child is having difficulties in the grocery store, healthcare office, restaurant, church, playground, or movie theater
- To generalize skills taught at home to community settings
- For peer interaction

A request to begin community services may be initiated by you or your Supervisor at the IEP or time of treatment planning. A community goal must be included in the treatment plan before service on the goal may commence. All requests to conduct services in any location outside of your primary residence must initially be approved by the Supervisor.
During all community outings, you (or parent designated adult) must remain with our staff. Due to liability reasons, staff members are not permitted to transport your child in their vehicle. Staff members are, however, permitted to ride as a passenger in your vehicle.

**MATERIALS**

You are responsible for purchasing materials specific to your child’s treatment program (e.g., games, toys, hygiene supplies, edible reinforcers). This will help ensure your child has the most highly preferred, effective reinforcers available for each treatment session. Program materials such as data sheets, visual schedules, and timers will be bought, made, or loaned to your family by Crossroads. Occasionally, you may be asked to isolate certain items for use only during Home Services.

Please let us know if there are any items you would prefer staff not to use during Home Services, so we can add it to the House Rules Form. For example, you might not want bubbles to be used as a reinforcer inside your house. Please let your Supervisor know of any restrictions.

**RIGHTS**

HIPAA provides you with several rights with regard to your Clinical Record and disclosures of protected health information. These rights include:

- Requesting that we amend your record
- Requesting restrictions on what information from your Clinical Record is disclosed to others
- Requesting an account of disclosures of protected health information that you have neither consented to nor authorized
- Determining the location to which protected information disclosures are sent
- Recording any complaints you make about our policies and procedures in your records
- The right to a paper copy of the Crossroads Home Services Parent Handbook, the Service Agreement and Consent Form, and Notice of Privacy Practices
We are happy to discuss any of these rights with you. In addition, all clients are entitled to:

- Courteous and respectful staff
- Participate in treatment
- Receive effective, evidence-based treatment
- Privacy and confidentiality
- Access to your child's Clinical Record
- Be free from abuse, neglect, and exploitation
- Express concerns and/or grievances without retribution
- Discontinue services at any time

**SAFETY IN THE HOME**

Safety is our first priority. We ask you to maintain a safe environment in the home at all times. This means there should be no unsafe or illegal items in the home (e.g., drugs, unsecured weapons, unattended alcoholic beverages, sharp objects your child could access). Staff should not be subjected to verbal, physical, sexual, or emotional abuse. Due to allergies and the possibility of interference, Crossroads requires pets be prevented from entering the areas designated for Home Services for the duration of the session.

If it is communicated that a staff member considers the environment to be unsafe for Home Services, the clinical team may decide to suspend services. In such cases, a Supervisor will contact you within 24 hours to discuss possible ways to make the environment safe for Home Services. Services may resume when the clinical team considers the environment to be safe. If appropriate accommodations cannot be achieved within 30 days, services may be terminated.

If any medical problems arise during a session with your child, you are responsible for their care. In an emergency, most Crossroads’ staff members are first aid and CPR trained.

If you would like to incorporate swimming into Home Services, please speak with your Supervisor. You must stay by the pool with your child at all times. If your child is unable to swim independently, we recommend he/she wear a floatation device when in the pool area. Families should keep the pool area closed.
off or locked when not in use during sessions. Please note that staff are not permitted to swim during Home Service sessions nor is swimming a skill we can target.

**CRISIS MANAGEMENT POLICY**

Parent and caregivers always assume the primary caregiver role. All staff members who are full-time employees of Crossroads are certified in CALM Verbal and Physical De-escalation Techniques. Staff members may need to use these techniques from time-to-time to maintain safety in the home. To ensure a safe environment staff are trained to follow these steps.

1. Follow student specific guidelines
2. Be aware of precursor responses
3. Offer choices
4. Prompt functional communication responses (FCRs)
5. Be aware of your environment
6. Remove harmful items or items that can be used as weapons
7. Verbally de-escalate
8. Provide direction to relocate to a safer location or position (i.e., prompt incompatible behavior)
9. Notify caregiver (e.g., call for help)
10. If in immediate and imminent danger, evade and escape to a safe location
11. Guide caregivers on how to intervene as primary
12. Support caregiver as needed
13. Call 911
14. Call supervisor (if crisis escalates to #10-13 in this list)
15. Complete paperwork
   a. Behavior data
   b. ABC data
   c. Session note
   d. Operational Report
16. Supervisor will initiate a follow-up meeting with the Home Services Team to discuss new behavior management guidelines.
STAFF PROTECTIVE EQUIPMENT

Crossroads makes every attempt to keep staff safe. In some cases, staff may be asked to wear protective equipment if your child engages in aggressive behavior. Protective equipment may include blocking pads, arm pads, batting gloves, hats, bandanas, Kevlar sleeves, or protective jackets. Families will be notified if staff are going to wear protective equipment and the circumstances under which it will be used. The use of protective equipment will be as discrete as possible, especially in the community. All staff members who are full-time employees of Crossroads are certified in CALM Verbal and Physical De-escalation Techniques. Although staff members may need to use these techniques from time-to-time to maintain safety in the home, we do not write protective holds into Home Service programs. Please also note that CALM does not permit Crossroads staff members to train anyone outside of Crossroads staff to implement CALM techniques.

FAMILY CANCELLATION POLICY

We require notification of session cancellations by 9:00 AM the day of the service for sessions at 3:00 PM or later and by 4:00 PM the day before the service for sessions beginning before 3:00 PM. As soon as you realize you have to (or might have to) cancel a session, please contact the Administrative Assistant directly via telephone or email. We recognize, however, that situations may arise in which giving a sufficient notice is not feasible. In these situations, please give as much notice as possible.

If notice of a cancelled session is not received (“No Show”), the staff member scheduled to provide the service will attempt to contact you via telephone for up to 15 minutes before considering the appointment cancelled and a No Show Fee will be billed to you.

We recognize you may take vacations or other obligations arise that conflict with sessions. However, we request at least 2-weeks’ notice if two or more sessions will be missed. Staff members are required to reschedule sessions missed due to prolonged cancellations up to 1 week. Cancellations over 1 week are not eligible for make-up and staff may be re-assigned to another case.

If cancellations become regular or repeated, the Supervisor will request a formal meeting to determine if a better schedule can be made for all parties. Continued cancellations could result probation, service fees, or termination of services.
STAFF CANCELLATION POLICY

Staff members are required to give 2-weeks’ notice for cancellations. However, emergency situations may arise in which staff members are tardy or need to cancel with insufficient notice (e.g., illness, car troubles, family emergency). Whenever possible, the Administrative Assistant will attempt to find another staff on the case to work the session to avoid a missed session. If a session is missed due to a staff cancellation, the session is eligible to be made up on a different date.

If staff members arrive to a session more than 15 minutes late on three consecutive occasions, the family should inform the Supervisor.

SICK POLICY

Illnesses, such as the flu, spread quickly and we take precautions to keep our clients and staff illness-free. To help protect the health and safety of everyone, we ask that you cancel a session if your child is ill. If there are other ill family members in your home wipe down all surfaces they may have come in contact with before services and we ask that they stay in another room or wear a mask during Home Services to prevent the spread of illness. If someone in your home has shown any of the following signs of illness in the past 24-hours, please cancel the session, you may also opt to have your session held at Crossroads if your funding source allows:

- Fever of 100.4 F or greater
- Three or more unformed stools within the session
- Vomiting currently, or within the previous 24 hours
- Unexplained rash that appears to be viral or bacterial in nature
- Presence of a large or draining wound that cannot be contained by dressing
- Suspicion of a communicable disease (e.g., strep throat, pink eye)
- Any medical condition or situation that may have a substantial effect on the health or safety of the student and prevent the normal flow of the session

Staff are instructed to end a session early if any of the above signs of illness arise in themselves or any family member.

Individuals must be fever/vomit/diarrhea free and without the aid of medication for at least 24 hours before Home Services may resume. In addition, those individuals
who have a contagious condition (e.g., chicken pox, pink eye) must have a note from their PCP indicating they are no longer contagious before treatment resumes.

**INCLEMENT WEATHER**

Driving is a necessary component of Home Services. In the interest of safety, we stay attuned to driving conditions.

A session may be cancelled if:

- Inclement weather is in Marlborough, your town, or in route to your town
- Inclement weather is predicted to hit your town during a session
- The Director determines conditions are unsafe for driving

If the Director cancels sessions due to inclement weather, you will be notified as soon as possible. Sessions cancelled due to weather are eligible to be made up.

In the event of severe weather in your area, we ask families to monitor weather warnings closely and keep a phone close by. If a tornado warning is issued in your county, staff and clients must take shelter on the lowest floor of your home in an interior room and remain sheltered until the National Weather Service deems weather conditions safe again. In the event of any severe weather warnings in your area, staff and clients are to stay indoors and refrain from community outings. If there are widespread storm warnings or severe weather, a member of the Consultative Services Department may call to cancel all community outings program wide.

If there is limited parking at your home during or after a snowstorm, please notify the Administrative Assistant. If no parking is available for staff, the session will be cancelled. Please notify the Administrative Assistant of any parking restrictions in your area. In addition, please be sure to maintain safe conditions around your house for staff to enter and exit (e.g., shoveled walkways, salt/sand, etc.).
MAKE-UP HOURS

We will attempt to reschedule hours missed due to staff cancellations, family cancellations provided with sufficient notice (see Family Cancellation p. 20), and Crossroads cancellations (i.e., inclement weather). Make-up hours are subject to staff availability. Hours can be made up in the following ways:

- On days you don’t have regularly scheduled services including weekends, holidays, and school vacations
- Extended session times in 30-minute increments up to 2 hours

Make-up hours that are not part of your child’s normal schedule must be scheduled through the Administrative Assistant.

Staff, also, have the option to switch days with other staff on their case. If such a switch occurs, we will notify you as soon as possible.

Hours will not be made up for missed sessions due to the following reasons:

- Family cancellations with insufficient notice (see Family Cancellation p. 20)
- Family vacations lasting more than 1 week

COLLABORATION WITH OTHER PROFESSIONALS

Many children with ASD and other developmental disabilities receive other services concurrently with ABA services. We will make every effort to ensure all services are coordinated so all professionals are working towards the same goals. Such treatments include, but are not limited to: Speech Therapy, Physical Therapy, and Occupational Therapy. Please let your Supervisor know if you are receiving other treatments in addition to ABA or receive treatment from another ABA provider. A consent to release information will need to be signed for our staff to communicate with any outside service provider.

With your permission, Crossroads Consultative Services Staff and Crossroads School Staff collaborate on clinical goals through weekly summary emails and monthly collaboration meetings. Student Day Meetings are another venue for collaboration, if you wish to invite your Consultative Services Supervisor to Student Day Meetings please request their attendance.
ALTERNATIVE TREATMENTS

There may be times when you wish to explore other treatments for your child while he/she receives ABA services. Many services and treatments are compatible with ABA and we will make every effort to ensure that all professionals are working towards the same goals. However, some therapies and/or treatments may not be compatible with your child's ABA treatment program. In these cases, we will not be able to accommodate these treatments into your child's program. If you choose to use alternative treatments, you must let your Supervisor know when services begin and when there are changes in treatments. Please speak with your Supervisor for more details.

STAFF TRAINING AND PROFESSIONAL DEVELOPMENT

Because Crossroads is an evidence-based program, our staff need to be up-to-date with the current training and most effective teaching strategies. To do so, our staff attend local and national trainings and conferences. These trainings and conferences sometimes interfere with your regularly scheduled treatment sessions.

We also have monthly professional development days (one Wednesday per month). The purpose of these are to provide on-going internal training specific to the needs of the Crossroads community. Sessions on these days start at your regular time. Internal and external training costs are not billed to families or funding sources.

Although we only hire qualified staff, we must acclimate all new staff members to the procedures and policies unique to Crossroads. After their orientation, new staff members will often "shadow" a veteran staff member for 1-2 sessions to learn our systems. To keep all staff members current on your child's programming and treatment plan, additional Home Services trainings are offered periodically to staff members immediately after school. When scheduling Home Services trainings or meetings, we try to minimize the disruption your child's session.
**STAFF DRESS CODE**

Staff members are expected to dress professionally but comfortably for treatment sessions. Staff may wear casual clothes such as jeans as long as they are not ripped, torn, or frayed. The specific clothing will depend on the scheduled activities for the session.

**STAFF DEVICE USE**

During sessions, staff members may use Crossroads’ devices or personal devices (e.g., cell phones, tablets, or laptops) for data collection and administrative responsibilities. Staff are required to use their phone or laptop to access NPAGo to write their clinical notes and retrieve a guardian signature at the end of each session. NPAGo is a HIPAA-compliant web-based platform, making staff access to your internet essential to complete their administrative tasks promptly.

Staff will keep their cell phone turned on and near them during sessions for these reasons and for use in case of emergency. Cell phones will be set to vibrate to prevent the disruption of sessions. Staff are prohibited from making and taking personal calls and texts, playing games, and using social media during session times. Staff members are also prohibited from taking pictures or videos of your child on personal devices. Pictures and videos are, however, permitted on Crossroads’ devices, provided you have signed a consent form.

**CONFIDENTIALITY**

Staff members will maintain the confidentiality of you and your family. Records will be stored privately and confidentially (e.g., your child's initials will be used on program books instead of full names). Staff are not allowed to discuss the details of your child's treatment with non-staff members without your written permission, except when such information is necessary for treatment and billing (e.g., with your funding source).

Staff are not allowed to discuss information related to other past and present clients. This includes acknowledging that they are providing or have provided services for an individual.
FILES AND RECORD STORAGE

Some of the Home-Services treatment records will be temporarily stored at your house (e.g., data sheets, intervention plans). Please keep these records in a secure location when treatment is not in session.

A master file of all records will be kept at Crossroads. You may request any part of this file at any time. In some cases, we will also use online data collection systems. If online data collection systems are used, your child’s full name will not be associated with the data. Codes and abbreviations will be used instead. The online systems we use are HIPAA compliant. Please be advised that your funding source has a right to access your records at any time. Upon discharge from the Home Services Program, a complete treatment record will be maintained for a minimum of 7 years.

MANDATED REPORTING

Our staff are "Mandated Reporters." This means that staff are required by law to file a report with the appropriate state agency if they observe, hear of, or suspect abuse, neglect, or an exploitative situation. The Department of Children and Families is the protective agency for children younger than 18 years of age and the Disabled Persons Protection Commission is the protective agency for people aged 18 years and older.

PARTNERSHIP AND COMPLAINT RESOLUTION

The parent-staff relationship at Crossroads is one of special trust and confidence. You rely on the good faith efforts of our staff in treating your child, in supporting your family, and in representing your child’s best interests. This reliance requires that you have complete confidence in the integrity and ability of our staff. As such, absolute fairness and candor will characterize all dealings between you and our staff. In all matters between us, we will assume good intentions, and expect the same in return.

While meeting your child’s needs we recognize that the parent-staff relationship is one based on deep mutual concern for many matters. That relationship requires a highly personalized response on our part and ongoing thoughtful dialogue with reciprocal respect. Our opinions are based on science, data, and socially significant choices. The advice we offer is the result of many years of research, education, and
experience. We expect that you are in this partnership to access our advice in an effort to advance your child’s life skills as rapidly and as much as possible.

Should you ever feel that Crossroads is not offering helpful advice, we expect that you will have an open and honest conversation with the relevant people. Please see our Complaint Resolution Policy below.

We appreciate the trust and confidence you place in us to serve your child and family. We welcome the opportunity to work in partnership with you to help your child reach his/her full potential.

**Complaint Resolution Policy:**

It is the policy of Crossroads to provide a method by which you have an opportunity to voice concerns and/or complaints about services provided and a method for staff to address these complaints or concerns. The intent of the policy is to improve customer satisfaction and identify potential opportunities for improvement in service delivery.

**Procedure:**

1. You are encouraged to discuss any complaints/concerns regarding services with your child’s Supervisor.
2. If this is not appropriate or acceptable, you should approach the Director of Consultative Services.
3. If this is not appropriate or acceptable, you should approach the President/CEO.
4. Staff who receive a complaint and cannot reach a resolution, will document the complaint on the “Complaint Form”. Verbal complaints will be documented verbatim. Written complaints will be attached to the form. The Director of Consultative Services will keep a log of all the complaints and maintain the original Complaint Form.
5. The Complaint Form is due to the Director within 24 hours of receiving the complaint.
6. The Director will discuss the complaint with the relevant staff and determine a resolution.
7. The Director will contact you within 24 hours of the complaint to acknowledge receipt of the complaint.
8. Within 5 business days, the Director will contact you to discuss the resolution and obtain information about your satisfaction with the resolution. The phone call and conversation will be documented on the Complaint Form.

9. The Director is responsible for maintaining a system for tracking complaints, coordinating efforts toward resolution, and evaluating trends. All information regarding complaints is confidential.

10. The President/CEO will review all complaints, resolutions, and trends. The President/CEO will also coordinate an appeals process if needed. If an appeal is required, a group of 3 senior administrators not involved in the complaint will review the complaint and advise on a resolution.

11. All written communication and notes of verbal communication will be placed in your child’s clinical file.

**DISCONTINUATION OF SERVICES**

Many factors could contribute to the discontinuation of Home Services. This includes, but is not limited to:

- Your clinical team decides services are no longer needed
- Your clinical team determines progress is not being made
- Your clinical team is not able to achieve treatment goals due to insufficient service delivery
- You relocate to an area not served
- You withdraw consent for services
- Your account is past due by 60 days of the first invoice
- Your child’s challenging behavior cannot be safely managed
- Your family does not comply with the guidelines in this handbook
- Your family does not collect the required treatment data
- Your family does not actively participate in Home Services
- Cancellations persist at levels that preclude progress
- Your home becomes unsafe
- Crossroads no longer has staffing in your area

When a decision has been made by Crossroads to discontinue Home Services, we will provide you 30 days’ written notice, discuss your child’s needs, suggest alternate service providers, and take other reasonable steps to facilitate a transition. We will also provide a written summary of treatment within 30 days after the discontinuation of services.
QUICK FACTS

**Crossroads:**
295 Donald J. Lynch Blvd, Marlborough, MA 01752 508-651-7500

**Director:**
Rachel Farber, PhD, BCBA, LABA, x 361, rfarber@crossroadsschoolma.org

**Supervisors:**
Brandon Richard, MS, BCBA, LABA, x 362, brichard@crossroadsschoolma.org
Ashley Wallace, MS, BCBA, LABA, x 345, awallace@crossroadsschoolma.org
Ryan Hand, MS, BCBA, LABA, x 350, rhand@crossroadsschoolma.org

**Administrative Assistant:**
Crystal Gallagher, x 380, cgallagher@crossroadsschoolma.org

**Accounting Manager:**
Lindsey Bourgery, x 326, lbourgery@crossroadsschoolma.org

**Program Hours:**
Office Hours: Monday -Friday, 9:00 AM-4:00PM
Clinical Hours: Monday -Friday, 9:00 AM-8:00PM
Make-up hours are available on weekends, holidays, and school vacations

**Locations Served:**
30-minute driving radius of Crossroads School

**Payment Plans Currently Accepted:**
Private pay, school-district funding, and private insurance
In-network payors include: Blue Cross Blue Shield, Harvard Pilgrim Health Care, Allways Health Partners, and United Healthcare
Out-of-network requests will be considered on a case-by-case basis
REVISIONS

- Program Hours (10/2019)
- Calendar (10/2019)
- Home Services Team (10/2019)
- Crisis Management Policy (10/2019)
- Family Cancellation Policy (10/2019)
- Sick Policy (10/2019)
- Make-up Hours (10/2019)
- Collaboration with Other Professionals (10/2019)
- Staff Training and Professional Development (10/2019)
- Staff Device Use (10/2019)
- Discontinuation of Services (10/2019)
ACKNOWLEDGEMENT

After reading the 2019-2020 Parent Handbook, please sign and detach this page. All caregivers who regularly participate in Home Services must sign and return this page to the Administrative Assistant before services may begin.

I have read and understand all of the policies detailed in this manual. I have had a chance to ask questions about policies if necessary. I am in agreement with all of the policies in this handbook and understand that Home Services can be terminated if these policies are not followed.

________________________________________
(Client/Child’s name)

________________________________________
(Parent/Caregiver Name)

________________________________________
(Parent/ Caregiver Signature)        Date

________________________________________
(Parent/Caregiver Name)

________________________________________
(Parent/ Caregiver Signature)        Date