



Save the Children

# WORK MANUAL

PROVIDING QUALITY AND  
STANDARDIZED SERVICES

COMMUNITY-BASED  
REHABILITATION CENTRES

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Prepared by:

Blerita Peroli Shehu, consultant



# OBJECTIVE

This manual was designed for the needs of the employees of HandIKOS Community-Based Rehabilitation Centres (CBRC) and serves to standardize the provision of quality services for CBR Centers beneficiaries – children/persons with disabilities and their families.

This manual is a work document and is subject to continuous changes and improvements, depending on the needs of the Centre, employees and beneficiaries.

The main aim is to be used as a guide on the rules of internal functioning of CBRC, the quality of the service provision and case management, hiring/employment procedures, staff development and general performance assessment as well as work principles for the employees.

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# CHAPTER

ABOUTCBRC  
SERVICES

## GENERAL SERVICE RULES

The regulation of services presented in this document is applicable for all CBRCs. The manual is considered an integral component of the employment contract. The non-compliance would be considered a failure to fulfill the terms of employment.

HandiKOS organization will support the employees by ensuring fair work conditions and equal opportunities for training and development. The employees are expected to show personal engagement, integrity and readiness to learn and enhance. Most importantly, each employee has the responsibility of ensuring that the best rights and interests of the beneficiaries are protected at any time.

Each CBRC employee represents the organization on a daily basis. Their conduct affects the community's impression towards CBRC as well as the general development of those who receive services. The employees are required to learn the principles and regulations set by HandiKOS, and to work in compliance with these principles and regulations. This ensures a clear understanding of the individual responsibilities, rights and obligations, and it promotes a climate of stability and cooperation.

The employees are required to familiarize with the organization and to behave in accordance with the stated values. Every employee plays a role in supporting the CBRC's mission and should try to do his/her job with consciousness and zeal, with integrity and honesty. Employees work together in the spirit of mutual respect, solving problems responsibly and professionally. With their personal behavior and appearance, the employees provide a good model for the beneficiaries.

The employees must respect the right of all beneficiaries to live without the fear of abuse. All employees understand and comply with the organization's policy for child protection and work to ensure that the rights of children and other beneficiaries are respected.

The employees are responsible towards their supervisors, who they take up tasks and obligations from according to the needs and considering the competencies and qualifications of each employee. Each employee carries out the tasks that have been entrusted to them with zeal and consciousness and in such a way that completely protects the interests and reputation of the CBRC. In carrying out his/her tasks, the employee must comply with all the respective national laws and regulations.

The employees cannot receive any benefit or gift while carrying out their official duties, which may put them in such a position that their personal interests, loyalty and duties towards the organization come into conflict or misuse.

The employees must respect the confidential nature of information inside the CBRC, in particular the personal data of beneficiaries, and cannot issue information that may affect negatively the beneficiaries, families or CBRC's reputation in the community.

## ABOUT CBRC SERVICES

HandiKOS is the oldest organization in the country, with uninterrupted activities since 1983, and, the organization with the broadest reach in Kosovo, with active presence in 98 percent of the territory. HandiKOS, at the same time, is the most influential organization in the area of disabilities.

HandiKOS provides basic social services for People with Disabilities, such as primary physical rehabilitation, providing assistance tools, non-formal child education, with the aim of preparing them for school, as well as legal advice. At the moment, none of the local health institutions provide these services.

HandiKOS protects and enhances the position of People with Disabilities, through advocating, be it alone as an organization, or in cooperation with other local and international organizations.

HandiKos cooperates with regional organizations that work on the issue of disability and is in contact with organizations at the European level, such as the European Disability Forum.

Community-Based Rehabilitation Centres (CBRC) were launched as services in 1996. Community-Based Rehabilitation (RBB) is a strategy within the general community development for rehabilitation, development, equal opportunities and social inclusion of children and adults with disabilities. Rehabilitation (CCR) is carried out through combined efforts of the persons with disabilities themselves, their families, communities and relevant health, education, professional and social services”.

CCR Centres provide community-based services from a multi-disciplinary team for children and adults with disabilities, aiming at achieving their inclusion in kindergartens, schools, and community. The

services provided in these centres include a variety of programmes designed to meet the needs and interests of service beneficiaries as well as references or support to use the services provided by other specialized structures.

A CCR Centre is guided by the principle of respecting rights, of being in an open, respectable environment of a participating character where the opinion of service beneficiaries is counted and is taken into consideration, regardless of the social factors and backgrounds surrounding them. Providing services is based on the principle of contributing to building a sustainable model of integration and development, which aims at guaranteeing the right to fulfill the basic needs for everyone, as well as a sustainable development perspective for the future.

## **GENERAL WORK PRINCIPLES**

Work principles at CBRC guarantee specialized support by the staff in a safe, loving environment built on contemporary standards. The Centre takes responsibility that the beneficiaries, especially the children, will be protected by negligence, mistreatment, discrimination, being left behind, violence and abuse. The Centre will select qualified staff for each designed service and will develop professional habits and practices of the staff, through adequate guidance before starting the job and their continuous training as well.

The Centre has a number of values that are considered important for it and which are provided with care, such as:

### *Dignity and respect*

Acknowledging the values, peculiarities and the rights of people with disabilities from the PWD rights convention, the centre's staff is committed to ensure that beneficiaries are treated with dignity and respect.

### *Equality*

It is another inalienable right of PWD. This is ensured by taking care that the services at the Centre are accessible and available to everyone equally.

The service provided by the staff will be based on the requirements of standards, not on PWD circumstances, the past or way of life. Services guarantee nondiscrimination because of race, culture, language, religion, gender, sex, or disability. .

The services are based on the clients' individuality, staff commitment, honesty and professionalism.

### *Quality*

Steering staff promotes quality services that rely on adopted standards and meet legal requirements and good practices to provide services based on children's rights where children and their safety is a key factor and keeps the child's well-being on the center of principles. Its commitment is to ensure that the staff working will achieve the defined objectives of the center on the basis of the approved standards.

### *Independence*

Enabling beneficiaries to think / act independently, ensuring their safety and independence the entire time.

### *Rights*

The Centre is committed to PWD in order to guarantee their rights and legal obligations, as set out in the United Nations Convention on the Rights of PWD.

### *Listening and participation*

Commitment to listen to/help the beneficiaries of the centre to express their wishes and needs, in any way, that suits them best and to take part in the decisions about their life and wellbeing.

### *Development and realization*

The beneficiaries of the Centre are encouraged to reach their full potential and will be assisted to realize their hopes and ambitions, to develop their skills in the daily life.

### *Facilitated access to services*

The Centre's staff members make sure that the interests of the beneficiary will be taken into consideration in each case and the process of providing support and services will be facilitated.

### *Confidentiality*

All the information given to the employee will be used to determine the needs for intervention. All measures must be taken to guard the privacy and identity of the beneficiary as well as the notes taken about an individual will be protected and will not be open to the public or other organizations that are not directly involved with the beneficiary. Sharing of the information has to be restricted in the direction of the subjects that need and deem it as necessary to be aware of it.

## SERVICES PROVIDED WITHIN CBR

RBB Centers pledge to deliver high quality services, professional, effective and relevant services to their beneficiaries.

Multidisciplinary services for children/adults with disabilities are provided in accordance with assessed needs, individual services, at schools, at home-based services, needs assessment, information, parental counseling, legal aid, orientation towards public and non-public services , capacity building of parents and school staff, psycho-social services, community awareness, etc.Services can be divided into:

### *1. Direct services for children / adults with disabilities*

- Professional assessment of needs, abilities and skills
- Individual, family and group services, art and game therapies
- Specialized programmes (such as Portage, Heart, educational programmes, communication development programmes, fine and gross motoric skills programme, behavior modification programme, personal autonomy programmes, independent life programmes, etc.)
- Medical, psychosocial, educational, legal counseling
- Physical and mental rehabilitation
- Assisting equipment
- Individual therapeutic, supportive, educational and informative services in the house where the beneficiary lives

*2. Supporting and capacity-building of  
the families of beneficiaries*

- Information and counseling (see attached the protocol on counseling for parents of children with disabilities by Save the Children)
- Psycho-social support and family counseling
- Support in advocacy
- Regular group meetings

*3. Raising awareness in the  
community to support  
inclusiveness*

- Cooperation with schools and kindergartens;  
Cooperation with other service providers; awareness-raising activities

The above-mentioned services are provided by Centres which have trained staff in the relevant fields who provide services with respect, confidentiality, and human approach. The centres also provide services through cooperation with other public and non-public specialized structures.

## **TARGET GROUPS**

Children with disabilities of the age-group 0- 18 and their families.  
Persons with disabilities of the age-group 18 and beyond and their families

Service beneficiaries must meet the following criteria:

- Be able to move independently including here the wheel chairs.
- Be able to do things themselves independently, for their personal needs at least.
- **Not to** reveal severe behavior and mental problems.
- To decide upon their complete will to attend and be parts of the Centre's program.

## OPERATING HOURS

CBR Centres provide services for beneficiaries, from 08:00 to 16:00. The Centre provides support to service beneficiaries 5 days a week from Monday to Friday. The Centre is closed at weekends and during official holidays.

## SERVICE INFORMATION AND PROMOTION

CBR Centre provides information to its beneficiaries through a package developed in a format and language adequate for the beneficiaries. This package includes information on:

- The centre, the operating purpose, the philosophy of care towards the beneficiaries;
- Location, description of services, target groups; Address and phone number;
- Admission procedures and conditions of benefiting services of the centre;
- Type of services they will receive; the number of hours of service/services duration (when they receive more than one); frequency of service/services (when they receive more than one);
- The right to refuse the service; the right to complain.
- The obligations of services' beneficiaries – to behave correctly/with respect toward the staff members; to inform service providers (staff) about the changes in their condition.

With the aim of meeting the needs of potential service beneficiaries of the centre, the Centre shares information, through leaflets, brochures, posters and its website.

# CHAPTER

ABOUT CBRC  
EMPLOYEES

## CBRC EMPLOYEES

To meet the needs of the center, CBRC will have a professional team. Professionals involved in the management and provision of social and health services have different qualifications and experience of work and education in the field of sociology/social work, psychology, administration and management. Additionally, the entire team should assist in the implementation of each program activity as well as in the provision of services.

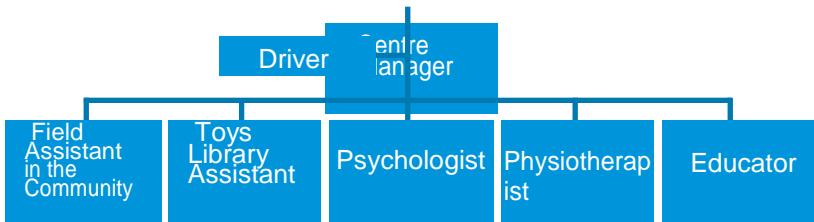
*CBRC staff for services for children with disabilities consists of the following positions:*

- Centre Manager
- Field Assistant in the Community
- Toys Library Assistant
- Psychologist
- Physiotherapist
- Educator
- Driver

Center Manager and other employees are full-time and part-time employees, based on work contracts signed between the employee and HandIKOS.

For services provided to adults with disabilities the positions of Social Welfare Assistant, Employee for Specialized Activities and Services (e.g. Doctor) are included.

## ORGANIZATIONAL STRUCTURE OF CHILD SERVICES



## CBR CENTRE MANAGEMENT

Throughout the daily activities, the Center is managed by the Center Manager who leads a set of issues through a management and process system that enables easier and more effective guidance. The main task of the Manager of the Center is to carry out the services professionally, in accordance with the standards and legislation in force.

The Centre Manager responds and reports to the Project Manager and the Head of the Organization according to the requirements of the Project plans and requirements of supervisors.

The Manager's tasks and responsibilities are as in the following:

*Supervising the Centre, supervising services, ensuring quality services, with standards and professional, coordinating the Centre's staff members, supervising the development and activities of the Centre, coordinating and cooperating with the project partner, cooperating with other partners and institutions with the aim to reach project objectives, orienting, counseling, assistance and support for the Centre's staff members, proceeding the Centre expenditures within the project. He/she is in charge of the Centre's staff members within the project, undertaking and developing activities.*

*He/she also carries out administrative and procedural services of the Centre related to the work within the project; helps the organization on various issues, research on grant announcements and project funding and developing project proposals, as well as issues on people with disabilities; represents the organization in activities of the Centre within the project, roundtables, conferences and other bodies authorized by the organization. The employee carries out other tasks and duties according to the needs of the HandiKos Organization.*

The Centre Manager is a role model for the staff and ensures leadership, guidance and support. He/she ensures adequate leadership, supports and encourages staff development and encourages exchanging knowledge and information. The Centre Manager is in charge of ensuring the implementation of social service standards adopted by the Ministry of Labour and Social Welfare and the procedures determined in this manual.

## CBR CENTRE EMPLOYEES

Description of the employees' tasks is given in Annex 1 of this Manual. The CBR Centre has employees who provide direct services for the clients/beneficiaries of the centre as per the needs of the latter.

Due to the nature of services for beneficiaries, the qualification report for the staff varies in the function of the intervention/program. Regardless of the programs, client/beneficiary reports for the staff should never be larger than 8 service beneficiaries per employee.

The centre keeps documented evidence for all its employees and volunteers and students as interns, data that include:

- names of the persons who provided the service,
- date of birth,
- previous experience,
- qualifications/education, trainings
- date of starting the service (and date of ending it)
- the position held and work hours per month

The Centre Manager registers the number of staff present at work every day, whereas every month he/she registers the number of clients served by the centre's staff members. In case a service beneficiary is treated by more than one employee of the centre, then the number of hours engaged with them is also registered.

Staff meetings are carried out every day and when the need arises. Staff meetings are documented and in the meeting document it is noted:

- Date of the meeting
- The objective of the meetings
- Names of the participants in the meeting
- Content of discussions
- Concluded actions, responsibilities and the time the activities/special interventions were carried out

## VOLUNTEERS AND INTERN STUDENTS

In CBRC, volunteers and intern students are welcomed to contribute with their work, respecting the principle of the best interest of service users. There is a procedure within this Center for the recruitment of volunteers and intern students, which includes verification, short-term training and management.

Before starting to work at CBRC, each volunteer or intern student receives the purpose of the Center's activity in writing, child protection policy and its duties and responsibilities. For both, the staff members as well as volunteers and intern students, the activity in the center is documented regarding the working hours and the accomplished task/tasks. To be a volunteer of the Center, the person concerned completes a form that serves as a starting point for admission or rejection. At the end of the service, the Center issues a Proof of Internship for Volunteers and Students.

## **HIRING/EMPLOYMENT OF EMPLOYEES**

The recruitment process consists of a few stages which need to be managed professionally. The most critical steps of this process are explained below.

### ***Analysis of the need for the new job position***

The first step in any recruitment is identifying the need for that job position. This is done with a thorough analysis of the needs, requirements and capacities of CBRC, analyzing also the workload that the future employee will have. The Centre Manager supervises, assesses and initiates the process.

### ***Profile definition and job description***

The recruitment process continues with the clear definition of the job profile and job vacancy. The Job Profile is the minimum acceptable qualification that an employee must have to perform the work successfully and that ensures the child's protection throughout the service. It is important to set priorities among the requirements "needed" and those "preferred" as well as the "competences" rather than over-specifying qualifications that can lead to demotivation, disappointment and departure if expectations cannot be met. Job description is a written statement regarding the work that the employee will perform. It also describes the responsibilities that come out of it.

### ***Preparing a job vacancy notice***

A vacancy notice must be prepared according to the profile and the job position description. The notice contains the tasks, responsibilities and basic criteria for a position, detailed information on qualifications, skills and attitudes as well as working conditions.

### ***Receiving and examining the applications***

Examination of applications means prior assessment of candidates in order to eliminate unqualified applicants so that the time spent on the further selection procedure is devoted to those with the highest probability of being employed. Employment of candidates is based on non-discriminatory, internal and external, policies based on religion, gender, disability, or any other discriminatory basis.

### ***Determining the method of selection***

The Centre Manager and the commission he/she appoints decide on the method of selection. In general, a combination of selection methods (written test and interview) increases the efficiency of recruitment.

*a) Tests*

Applying tests of basic skills can be effective as an initial examination. Depending on the position, future candidates may be invited to undertake some practical exercises where they can be tested. Such tests can be effective in order to eliminate a large number of applicants through examination. In general, sophisticated testing should be considered a supplementary method of selection, and that gives a selection decision. Results of all testings should be kept confidential and a copy of the result should be given to the candidate.

*b) Interviews*

Interviews comprise the most common method of selection. The interview is a controlled conversation with a purpose. Compared to a usual conversation, during the interview a larger number of arguments are used in a short period, towards set aims. It is important for a successful interviewer to take the maximum of information for every question.

*Reference Control*

Depending on the job vacancy, the way of treating references should also be decided upon. It is essential for job vacancies directly related to direct work with children to include detailed references to assess the required skills and training to ensure a professional approach toward the beneficiaries, in accordance with the Policy on Child Protection and each of its point. To prevent any danger against the children that will be in contact with the successful candidate, criminality evidences must be checked seriously, impartially and in complete accordance with the Policy on Child Protection.

### ***Signing the contract, creating a personal file with the necessary documentation***

When a candidate signs a contract, a new employee file shall be created containing the full documentation, including: legal employment documentation/employment contract, CV, references, interview notes, interview evaluation report, description of the job position and responsibilities arising from it, as well as the documentation of the orientation program.

### ***Orientation program***

Every newly recruited employee should be provided with an official orientation program that ensures that the candidate understands the organization, including vision, mission, values, past, structure, policies and work practices. The relationship of the organization to a new employee should be clearly explained to make sure that the new employee understands his/her role in the organization. The orientation process assures employees of the importance of their work and clarifies the organization's expectations towards the new employee.

### ***Assessment of the probation period***

After the end of the first quarter of the employment - the probation period, the manager of the Center performs the initial assessment of the performance of the employees based on the activities they have carried out at the Center and the services they have offered to the beneficiaries and their families.

## DEVELOPMENT OF EMPLOYEES

Employees at CBRS are trained continuously on their roles and responsibilities as well as on the way of providing services, and they are supervised continuously.

The Centre enables its employees:

*1. General orientation program* (mentioned above) on the following fields within a period of 2 months after their employment:

- aim and objectives of the centre;
- centre staff role and responsibilities;
- positive methods of managing the behavior of service beneficiaries;
- previous security and health measures (including infections);
- information on fire and safety measures;
- child protection and confidentiality;
- multidisciplinary groups work;
- customer rights;
- community/groups being served;
- mastery in communication;
- the centre's procedure in cases of accidents (including providing first aid and addressing cases of safety and welfare violation);

*2. Periodical trainings*

Or annual training of skills, based on the needs of service beneficiaries;

*3. Trainings on legal changes*

*4. Training depending on the needs* arising from the assessment of employee performance

The Centre documents all trainings it conducts or that are conducted by others contracted by the Centre.

CBR Center prepares an annual training and development plan in cooperation with HandiKOS Organization, which it reviews each year in accordance with the individual staff needs, and assesses the knowledge and post-training staff performance.

# PERFORMANCE ASSESSMENT

Performance management is a continuous process that aims to keep a high-level performance by setting individual objectives, continuous trainings and feedback.

Performance assessment is realized once a year as a conversation between the Centre Manager and the Employee, in a nice environment, away from official environment, with an open dialogue and mutual understanding.

The issues discussed during the performance assessment are as in the following:

## *1. Assessment according to job position description*

- What are the employee's main tasks and to what extent have these tasks been realized?

## *2. Aims from the last assessment*

- What has the employee achieved during the last year and/or since the last performance assessment?
- To what extent has the employee contributed towards achieving the aims?
- Why have some aims been/not been achieved?

## *3. Knowledge and skills*

- How do I evaluate the employee and how does he/she evaluate him/herself? What is my impression about the employee?
- What do I consider as strengths and weaknesses of his/her professional side?
- Is he/she able to develop his/her skills to give the maximum at his/her current job position?

## *4. Objectives of the next period*

- What should the employee achieve during the next year and/or until the next performance assessment?

## *5. Training and development plan*

- What are the employee's development needs and learning objectives?

## *6. Cooperation between executives and the employee and cooperation with other colleagues*

- How does the employee evaluate the cooperation between the executive and the employee?
- What should be changed in relation to the management and cooperation, and what should not be changed?
- How satisfied is the employee with the situation and atmosphere at work?
- What is cooperation and communication with the colleagues like?

## **DISCIPLINARY PROCEDURES**

When employing its staff, the CBR Centre builds a long-term relationship with them. The Center provides a suitable working environment through training and guidance that is supportive of the staff. However, it may happen that the performance of the Center staff does not meet the required standards. In this case, the Center Manager applies disciplinary measures to improve performance, which should not be misunderstood or used as a punishment.

### *The first step*

A verbal warning used in the cases of minor technical violations that do not affect the welfare of the beneficiaries and is intended to provide the chance for the staff members who had committed the violation to correct the incorrect behavior or to improve the performance. Although it is called a verbal warning, the discussion between staff and executives is documented in writing and stored in the personal file of the staff.

### *The second step*

Disciplinary review is more than a verbal warning and includes a performance plan for the violation treatment. The discussion at this stage between the executives and the staff is done in the form of the dialogue and at the head office in the presence of the line manager. Even in this case, the behaviour or action review is documented in writing and kept in the personal file of the staff member. In this case the staff member who committed the violation signed a written warning.

### *The third step*

A written warning is also a dialogue between staff members and executives and both jointly sign a warning document. This document is kept in the personal staff member's/personnel file and announces the termination of the contract in accordance with internal policies and relevant local laws.

### *The fourth step*

The contract termination – the contract termination is a serious action which is undertaken after the full consideration of all the facts and all the above tools have been used. Some of the serious violations such as theft, lead to the termination of the contract since the first time, while in case of light violations some warnings may apply. Other violations in relation to the well-being of beneficiaries are dealt with category-based policies (e.g. children's vulnerability is treated according to Child Protection Policy).

### *Cases of law violations*

CBRC Center requires from its staff members to be attentive towards the prevention of the violation of law. When violations of law are assumed to occur, then only the authorized personnel may make such a charge.

The following violations cause immediate contract termination:

- violation of beneficiary rights
- theft or embezzlement of the centre asset;
- theft or misappropriation of the centre funds;
- falsification of documents for illegal benefit;
- unauthorized access to the centre's information or misappropriation of information for personal benefit.

In the above cases, the Centre reports about the violations to the relevant authorities. An employee who has committed a violation may be suspended from work immediately, while the center investigates the event/events that have occurred.

The Centre keeps staff appeals separate from beneficiary appeals. Centre staff can make an appeal even at other bodies, but they have to initially follow the centre's appeal procedure.

All staff appeals are treated seriously, impartially and objectively, they are addressed to the responsible bodies within 48 hours (the latest) and resolved as soon as possible. All staff appeals are handled seriously, impartially and objectively, they are addressed to the responsible bodies within 48 hours (the latest) and resolved as soon as possible. The bodies in charge are regulated by the policies and regulations that HANDIKOS possesses. All the appeals addressed for child protection are addressed to the local/national Child Protection Policy Coordinator, and then they are referred to the management/donor. Other complaints of staff members or beneficiaries are addressed to the management of that staff, and this may change if the management is involved as a complainant, then the appeal is addressed to the manager of the Center.

The Center treats staff appeals according to the procedure described in this manual. This procedure describes the steps of the appeal and the time it takes to handle an appeal.

All appeals from the staff are handled by the manager of the Center. The Center Manager may delegate the task of handling the staff appeals to another Center Officer. They treat the appeals and if the complainant is not satisfied, then it is directed to the instances outside the center structure depending on the nature of the appeal.

### *Procedure for staff appeals*

Any employee of the Center, who feels insulted, unjustly punished by disciplinary measures, discriminated or dismissed, has access to the appeal procedure. An appeal is resolved in the following ways:

- The first step: within 7 days (working days) from the date of the incident/occurrence or learning about the incident/occurrence, the complainant ~~takes~~ to the claimant or the executive in charge, aiming at a solution;
- the second step: if no agreement or solution is found, the complainant initiates a written appeal procedure;
- the third step: if the complainant or claimant is not satisfied with the procedure followed then he/she appeals the decision

## EMPLOYEES' RIGHTS AND OBLIGATIONS

Every employee:

- Must be present at work and be ready to start at the time determined by the employer, during the work schedule he /she must carry out the work that he/she is in charge of.
- Must carry out all the duties described in the job description
- Must meet the deadlines for task completion
- Must undertake the other orders of the employer, addition to his/her work, with an exception of cases when they cause a non-legal situation or are a huge and direct obstacle to him/her.
- Must not take out of work any kind of documentation, literature or material that has been used at his/her work without getting the permission from the Centre Manager.
- Must cooperate with his/her colleagues
- Must know and apply the Code of Ethics at work with PWD and the Child Protection Policy.
- Employee's behavior should be such that it does not violate the personal rights of the employer and other employees.
- The employee's conduct with the clients visiting the Centre, be they children, teenagers or family members, must be professional and must not violate their rights at

any case.

- Each staff member is responsible for the maintenance of materials and the work environment where they work.
- Must make individual efforts for professional development
- Must acquire this Manual and implement it with accuracy.
- Must inform the Centre Manager in cases of absences at work and for the day of returning to work
- Must compensate all the damages of the materials that he/she could have caused with his/her work or behavior within the centre during the work schedules.

#### Employee's rights

- To receive the salary determined with the employment contract within the set timeframe.
- To obtain permission for annual leaves, weekly leaves and days determined for holiday leaves, as determined in the employment contract.
- To feel safe in the environment where he/she works and acts.
- To be part of the team
- To give suggestions for organizing the work and the quality of services for beneficiaries
- To ask for compensation for any damage caused by the employer
- Not to comply with orders that may cause a crime or directly or indirectly endanger his/her personality, health or welfare, and has every other right that is acknowledged by the Code of Ethics and that is written in the employment contract.



# CHAPTER

## CASE MANAGEMENT

## CHAPTER III – CASE MANAGEMENT

Case management is an important component of social work practice. The following definitions are often used to describe case management and its objectives:

- Case Management is required in providing services to beneficiaries who seek multidisciplinary professional responses within the organization. As such, it is believed to be an efficient and cost-effective method for delivering comprehensive, inclusive and intensive services.
- Case Management is a way to increase the flexibility, continuity and response of service delivery; to provide a comprehensive approach during planning and case assessment based on individual needs and strengths of the child and his or her family.
- Case management in social work is micro and macro in nature. It requires the employee to develop and maintain a trust relationship with his / her beneficiary and family; and serves to connect the beneficiary/ family with the services, resources and opportunities available in the community.

In other words, case management is a way of organizing and conducting work with the beneficiary to address the individual needs of the beneficiary (and his/her family) in an appropriate, systematic and timely manner, through support and/or direct referrals and in accordance with the objectives of the organization.

Although there is no universally accepted definition of case management and no universal model within the practice of social work, the following definition explains the general nature of case management within the organization:

Case Management is a service delivery approach to service regulation and coordination and as such should not be considered a kind of social service in itself.

Being a service delivery approach, case management is supposed to meet the following goals in working with children with disabilities:

- To fulfill the needs for care, education, protection and individual support of the beneficiary;
- To increase the strengths of the beneficiary/their family and to mobilize their existing resources;
- To keep and encourage independent functioning of the beneficiary/family to the largest extent;
- To prevent and mitigate the negative effects of the life situation;
- To create a network of social and education support in the community in order to minimize marginalization and to support the integration of beneficiaries and families;
- To advocate on behalf of the beneficiary / family to receive the necessary services and resources;
- To mobilize existing social services in the community to better support the beneficiary/family;

## FUNCTIONS IN CASE MANAGEMENT

Case management is performed by case employees and / or other professional staff members. The activities of case employees are coordinated and supervised by the team coordinator (Centre Manager).

### Team Coordinator (Centre Manager)

The team coordinator is in charge of coordinating the overall case management process and monitoring the quality of the social services provided. He/she is responsible for sharing cases between casual employees and managing the workload of employees. The team coordinator provides professional support, monitors and controls the performance of relevant employee duties at each stage of the case management process. He/she approves and signs the following documents: initial and essential assessment, service contract, family development plan, case review form, case closure form, reports to child protection authorities and other service providers.

### **Case employee**

The employee performs a number of tasks to ensure the completion of case management procedures at all stages and is responsible for the smooth running of the services in the respective cases. The activities carried out at each stage are based on individual approach and active participation of the beneficiaries and parents.

### **Other professionals**

Other specialists focus on providing specialized services according to the individual service plan.

### **Child/beneficiary and parents**

While all specialists involved in this case may be experts in programs and services, the beneficiaries and families are experts of their lives. They have daily experience and should be involved as much as possible in the case management process. It is important to consider that child participation in the case management process should be consistent with age and cognitive capacity.

### **Multidisciplinary team**

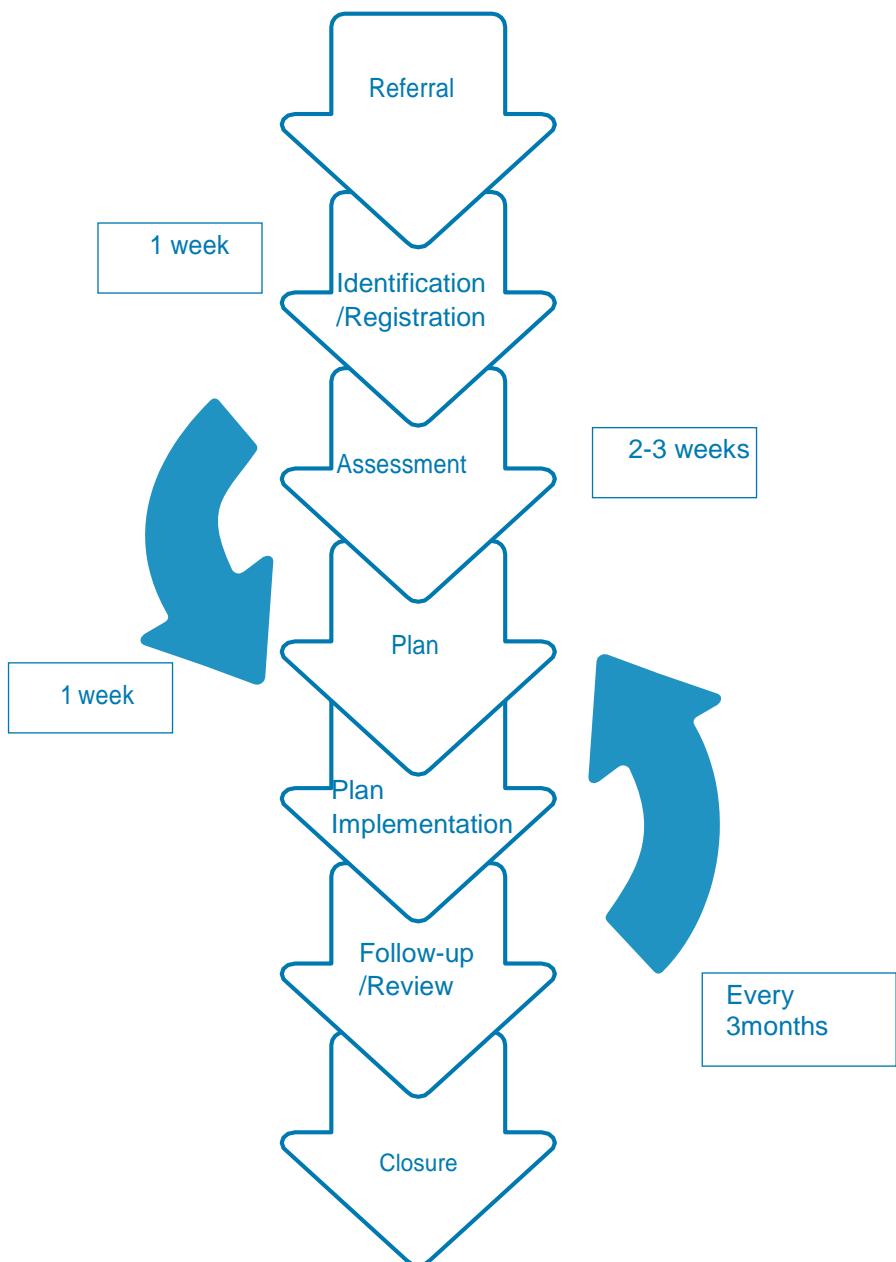
Well co-ordinated multidisciplinary teams in case management ensure that all those who support the beneficiary/family work together and there is no overlap or shortcomings in the services provided. These teams are timely, resource-efficient and create a shared responsibility and investment. Within the program, the team may consist of several professionals from different backgrounds who can be hired by the organization (psychologist, therapist, educators, etc.) as well as professionals from other institutions or social service providers.

## CASE MANAGEMENT STEPS

Case management generally follows a cycle of steps to identify and respond to the needs of children. The case management process generally goes through the stages described below:

- Identification/ Registration
- Assessment (initial and comprehensive levels of assessment)
- Individual planning of cases
- Plan implementation
- Follow-up and review
- Case closure

The following chart explains in more details the flow of these steps



Not all cases are subject to this case management process; only the cases that will receive services for a period longer than 3 months.

### **Identification/Registration**

This step in the first place includes: Creating trust and relationships with families; performing an initial assessment of the beneficiary and signing the contract with the family if the family meets the admission criteria. The purpose of signing the contract with the family is to increase the parent's responsibility for proper co-operation and follow the guidelines of the Center's employees in the interest of the child's development.

### **Assessment (initial and comprehensive levels of assessment)**

Assessment is part of a cycle - assessment findings inform the planning, the plan is then implemented, implementation should be reviewed, which can lead to further evaluation. Thus, assessment is a systematic process of collecting a variety of information about the beneficiary and the family.

The primary purpose of assessment is to collect and analyze the information in order to establish a professional judgment about the beneficiary's situation. During the assessment, a casual employee does not consider only the immediate needs faced by the beneficiary, but also the forces, resources and protective influences that the beneficiary and the family have. Assessment provides the basis upon which the next decision will be taken. Careful decision should be based on how assessment is performed and how the beneficiary and the family are involved, as this is the first opportunity for an employee to develop a positive relationship with the beneficiary.

In principle, two assessments are performed:

#### **Initial assessment**

This assessment is ideally done within the first 24 hours after identification and registration. In practice, initial assessments are often carried out as part of the census process. This is the first opportunity for the employee to establish a relationship with the beneficiary and family that will constitute an essential part of the direct services provided as part of the case management process. At this stage, it is decided whether the beneficiary will receive services at this center or will be referred elsewhere because of the foreseen criteria. If the case is accepted for receiving services, the Center Manager assigns the

employee concerned to the case.

### **Comprehensive assessment**

A comprehensive assessment follows the initial assessment and provides a deeper assessment of the needs and strengths of the beneficiary/family and relies on a more comprehensive view of the beneficiary's situation. A comprehensive assessment goes beyond the basic and immediate needs of the beneficiary. What is usually assessed at this stage includes: development needs of the beneficiaries, parents' capacity, facilitating factors in the community, economic and social factors, child protection, etc. In addition to the developmental and immediate needs, this assessment identifies the positive and empowering forces and impacts.

How long it takes a comprehensive assessment varies according to the context and the individual needs of the beneficiary. Accelerating an assessment may mean ignoring crucial information. If the initial assessment has identified that a beneficiary has unmet needs, then we should make sure that immediate services are provided as needed (as a temporary case plan) until full assessment ends. The general standard is that such assessment should be carried out at the latest two weeks after the initial assessment.

### **Individual planning of cases**

Planning the work with the case is a dynamic process of registering decisions and setting goals. The plan is built on the findings of a comprehensive assessment. It represents the main areas of the beneficiary/family functioning, what actions can be taken to improve the status of the beneficiary/family, how these actions can be taken, the conditions for performing the actions, the expected results from each action.

The plan should rely on the strengths of the beneficiary / family and use the available resources creatively and flexibly to overcome any difficulties. The plan process should be:

- comprehensive – taking into consideration all possibilities and significant influences
- efficient – without wasting time and resources
- inclusive – the beneficiary or/and their parent/guardian and other persons affected by the plan must be included and encouraged to take actions themselves when appropriate
- focused – short-term decisions support long-term goals
- logical – each step must lead to another

### **Plan implementation**

As soon as the case plan is designed, it is possible to move to the next step of the implementation of the plan. Based on the plan, it is necessary to work with the beneficiary, the family, the community and each service provider to ensure that the beneficiary obtains the adequate services.

Direct services may be provided as needed (e.g. individual work with the beneficiary, advocacy or counseling). An essential direct service provided is the psychosocial support provided by the employees themselves.

You can also refer the case officially to an adequate service provider through a process called "reference" where you connect to the beneficiary with the necessary services. This is usually done with the permission of the beneficiary/family and when the Center is unable to meet the needs of the beneficiary and the family without the outside assistance. Whenever possible, case workers must accompany the beneficiary/family with the service provider, at least for the first time, to assist and ensure that the referral is understood by the provider that receives it.

Referrals work best when the casual employee is familiar with the services offered and the staff offering those services. Therefore, we must be constantly aware of relevant services and service providers within the referring network. It is important to note that while the referenced service is responsible for providing a particular service, the casualty employee is generally responsible for following the random plan with the provider and the service provider to ensure that the child's needs are fully met.

Establishing a referral mechanism between government agencies and/or departments should be supported by written documentation of a referral path. This can be helped by creating the main points for referrals with individual services.

### ***Follow-up and review***

Regular monitoring allows the casualty employee to respond promptly to the changes and needs of the beneficiary family and to review the provision of services accordingly. For this reason, the casualty employee must ensure continuous monitoring of the status of the beneficiary/family, implementation of the plan and progress in the development of the beneficiary.

#### ***Follow-up***

involves checking that a beneficiary receives adequate services and support to meet his needs, as described in the case plan, and checking that the situation is stable and is progressing positively in accordance with the case plan. Follow-up is carried out regularly during the case management process, with the beneficiary and his / her family, other actors, to check whether specific actions have been taken and whether the appropriate services are being provided.

#### ***Review***

Reviewing a random plan allows you to address situations and change circumstances and make sure plans continue to be relevant and meet the needs of the beneficiary. A review should be done at least every three months, and more often if the situation is changing. It may be useful for others involved in this case to attend also for a supervisor or someone who is not directly involved in the case to lead the review.

### **Case closure**

Case closure is a process of termination of the relationship between the beneficiary/family and the casual worker. Closure may occur due to various reasons: meeting the objectives, interrupting services as a result of non-cooperation, withdrawal/removal of the family, referral or transfer to another provider.

Case management procedures require that the closure of the case be authorized by the centre manager. This ensures that cases are not closed prematurely.

Cases should not be closed immediately after the completion of the plan, but after a certain period of time during which several monitoring visits take place to ensure the sustained welfare of the beneficiary. After the closure, a visit must be made within three months to ensure that the progress of the beneficiary is sustainable.

Closing does not mean that all documents will be deleted after the cases can be reopened at any time whenever new information is available or the beneficiary's situation varies. Closed cases should be stored in a safe place for a specified period of time with the organization's data protection protocol.

Not all cases are closed. For cases that continue to receive services from the Center, the process continues as a cycle from assessment to review of plan implementation.

## **DOCUMENTING THE CASE MANAGEMENT PROCESS**

Documentation work is an essential part of the job of the casual worker and workload. This is due to the fact that the social services provided by the employee/organization are supervised by the local authorities, the funding bodies, and the judicial bodies. Case Management also includes professional and personal interaction between the casual worker and the beneficiary/family which has a significant effect on their lives.

The support of an individual beneficiary/family includes a number of institutions that work in close cooperation and require constant

exchange of information. Therefore, quality standards in educational and social work require that all activities carried out by the casual employee during the relevant case management phases are appropriately documented in the file

## DATA MANAGEMENT

The Center recognizes the importance of keeping and managing data and considers them an important part of its staff work. Keeping data electronically or in writing is a positive practice.

The data kept in the Centre are

- 1) person/service-beneficiary oriented and
- 2) Results-oriented.

Also, the data are:

- stored in the most effective method
- possible; kept safe;
- kept easily accessible for the employee
- stored for as long as necessary;
- made available adequately;

Why does the Community-Based Rehabilitation Centre need data?

- to show accurately and timely the method of intervention and support, mitigating/eliminating any potential risks for the beneficiary;
- to ensure continuity when the staff working with a client is not available or is changed;
- to provide information and evidence in cases of examination against appeals, investigations, audits, etc.;
- to provide executives with good staff performance monitoring and assessment mechanisms
- to help the staff in the assessment process, individual planning or its review;

- to demonstrate how much have the services received by the service beneficiary contributed towards the targeted or planned achievements;
- to show how decisions were taken about a certain training and who was included in the decision-making.

Information storage is done for the benefit of and to help:

- service beneficiaries and their guardians;
- the staff providing training/support to service providers;
- the institution as a whole

#### *Data storage*

All data must be safely stored in order to avoid misuse or loss problems. The data should be stored in metal shelves and be locked. This is valid for photos, electronic data and recorded data manually.

Closed files should be stored and handled according to storage rules for a period of not less than 2 years. Information held at the Center for each service provider and archived in their personal file is as follows:

- General data (name, age, place of birth, address...)
- Reference evidence
- Assessment of needs
- Individual plans
- References to other specialists
- Professional opinions of partner institutions
- Evidences of cures received
- Pictures
- Others according to the individual case

### *Data protection*

The Center protects the confidentiality of data about Service Beneficiaries (in electronic form or on paper) and obliges its staff to comply with this principle. The center on daily activity and whenever it is legally necessary maintains the balance of data confidentiality with the right to service, care and protection.

Sensitive or confidential information on the service provider may be issued to other authorized parties, with the consent of the beneficiary, if applicable.

The Center refreshes data on the beneficiary regarding their status, changes in the care plan, progress reports/outcomes, incidents, etc. The center retains the data on each service provider for a period of two years from the end of the service.

### **CONTINUOUS IMPROVEMENT OF SERVICES FOR BENEFICIARIES**

Improvement of service for beneficiaries is accomplished through Regular Monitoring and Evaluation, with the participation of employees and service providers.

The aim of monitoring is:

- To increase the quality of service provision
- To support service providers to provide more quality services for beneficiaries, by identifying gaps,
- To support central and local level authorities in the overall management of services

Monitoring is a systematic process of collecting and analyzing data to ensure continuous improvement and quality increase of the services.

- it provides a continuous review of assessment of activities,
- it identifies problems and issues for changes,
- it "supplies" decision makers with information on activity implementation, and
- it recommends about the actions to be taken to solve identified issues

The monitoring results can be used to have an overview of the quality of the services provided, identified and addressed issues related to the provision of services; to assess the financial use of available financial and human resources; to assess the cooperation between institutions of relevant sectors; to plan and organize capacity building and training activities for employees, etc.

Depending on the number of beneficiaries and the type of service offered, different methodologies can be developed to measure service performance.

The most comprehensive way is to, initially, assess the quality of the service, the leader / supervisor randomly chooses 3 to 4 cases and goes through all the service provided. The supervisor monitors all documents placed in the file, their content, looks at whether the file is complete and if something is missing, looks for reasons and keeps notes.

Interviews are conducted with the employees in the case and evidence is collected about the achievements and the results.

In addition, it is measured the level of satisfaction of the beneficiaries with the services they received. The purpose of this is:

- Understanding and listening to the service beneficiaries
- Ensuring that the Center operates in a manner oriented to the interests / needs of service beneficiaries;
- The use of information received from the beneficiaries to further improve and further develop the services provided
- Transparency in the quality of services provided

Conversation with service users addresses the veracity of the performed services, measures service accountability and the willingness of employees to address the needs of service beneficiaries and measures the behavior and professionalism of employees. A simple and comprehensible questionnaire may also be constructed which may contain questions about:

- the physical environments of the center;
- the usefulness of the staff;
- sources of information and access to information;
- competence and professionalism of the staff;
- the relevance of services to their needs;
- access to center services;
- the impact of services on improving their situation,

Another form for continuous improvement of services is the fair and timely addressing of the complaints of the beneficiaries.

Persons who attend the Center's services have the right to complain if they encounter difficulties in receiving services.

Throughout their stay at the center, beneficiaries are helped to recognize and follow complaint procedures.

Complaints about center care standards are addressed to the Center Manager. A complaint box is placed in the inner premises of the center so that everyone who has a complaint can express it independently and secretly. The complaint box opens once a week, from a Commission consisting of the Manager and two employees selected by the Manager.

Each complaint is treated with seriousness. Within a week, the commission should reply to the beneficiary or take appropriate measures when the complaint is anonymous.

The improvement of services is also based on regular reporting coverage. The Center maintains regular reports on what has been achieved. Reporting should be simple but at the same time allow for a good management of the available processes and mechanisms.

The center drafts and archives the report as follows:

- Financial reports according to the applicable law
- Monthly and annual reports on beneficiaries who have received services, types of services, achievements, etc.
- Monthly Reports of the Activity Plans that have been done
- Annual reports of employee performance
- Reports from annual monitoring





## CODE OF ETHICS

The Center's employee at the individual, family and community level, in daily work, pays attention to the relationship between the individual, the family and the community, with the economic, physical, social and cultural / ethnic needs.

The Center's employee is committed to promoting / enhancing the well-being of service beneficiaries in an environment where respect and cooperation prevail, and where they play different roles such as administration, supervision / monitoring, promotion of learning, training, information, consultation and advocacy. During the work, the center employee faces different situations that imply to him (the employee) the implementation of the code of ethics.

The Code of Ethics aims to establish and enforce the respect of the rules of conduct of the center employees, serving the duty to respect and protect the fundamental rights and freedoms of service users, applicants and employees. Ethics helps the employee determine the role and responsibilities of themselves, colleagues, service users, and partners. In relation to children, too, the employee must follow the Child Protection Policy set out as an Annex in this Manual.

At RBB Center, ethics means that every employee should:

- Support, both formally and spiritually, ideas that are conveyed by the principles, laws, rules and guidelines that apply to the Center.
- Promote accountability for themselves, for leaders and service beneficiaries.
- Eliminate the lack of respect for others, and injustice and dishonesty as well.
- Not to be indifferent when faced with ethical problems.
- Encourage dialogue, open discussions and without prejudices.
- Respect basic behavior standards both inside and outside the Center's environment.

- Be proud of what has been achieved and how it has been achieved.
- Be modest about what can be improved and how it can be done.
- Fully utilize professional knowledge and skills while working in the center and community with service beneficiaries.
- Be trained, supervised, practiced and advised in order to achieve service competencies.
- Possess and manifest high standards of professional conduct..
- Possess emotional well-being, and good physical and social skills..
- Be aware of their values and of the impact these values have on working with service beneficiaries.
- Consider himself/herself as a professional with increasing professional skills.

Ethical behavior is not a passive process, but requires all members of the Center to make conscious choices, make such decisions, as well as have a sound judgment in line with the Center's ethical values that comprise this code.

### *Employee ethics towards service beneficiaries*

The employee with his actions should not harm the service provider in any way:

- The employee should not participate in practices that do not respect, or are degrading and dangerous, intimidating, or psychologically and physically damaging to the beneficiary of services;
- The employee must provide expertise and protection of basic rights;
- The employee must recognize, respect and advocate for the rights of service beneficiaries (according to their respective categories);
- The employee should acknowledge that his / her professional responsibility is related to the service beneficiary and that he advocates for the benefit of the service beneficiary;
- The employee provides services that are sensitive to needs and non-discriminatory, regardless of ethnicity, age, sex,

sexual orientation, marital status, religious belief, physical, mental and sensory abilities, political beliefs and economic status;

- The employee recognizes and respects the expectations of the service beneficiary and his / her life style;
- The employee drafts individual plans so that the assistance provided meets the psychological, physical, and social needs of service beneficiaries;
- The employee drafts individual plans that address the status, capacity and age of the service beneficiary;
- The employee recognizes that there are differences in the needs of service beneficiaries;
- The employee recognizes the need for service beneficiaries to receive services;
- The employee recognizes that competent and professional services need collaboration.  
Competent and professional services are a joint effort of many experts;
- The employee refers the beneficiary of services to other professionals and / or requests assistance in order to provide a suitable service;
- The employee observes and evaluates services and interventions designed by experts outside the center (other public structures such as kindergartens and schools);
- The employee recognizes the affiliation of the service beneficiary as a member of a family or member of a community and facilitates their involvement (of their family or community) in the service provided to him / her;
- The employee respects the privacy of the service beneficiary and preserves the confidentiality of the information received through the service provided;
- The employee ensures that the limit / difference between professional and personal relationships is clearly understood and respected and that the employee has the appropriate behavior that ensures

this limit / difference;

- Sexual intimacy with the service beneficiary or a member of his or her family is unethical.

#### *Responsibilities of the Center Manager*

- Treats the employee with respect, courtesy, justice, and trusts them.
- Encourages respect for ethics in employee behavior.
- Requires / applies arbitration or mediation in cases where conflicts between employees need consultation, or when an informal solution appears to be inappropriate or unfair.
- Reports violations of professional ethics to the responsible persons or structures in cases where an informal solution is not possible / appropriate.
- Encourages collaboration of professionals inside and outside the center, center users, families and the community.
- Ensures that the programs attended at the center are drafted and provided with competence.
- Provides support for the professional upgrading of center staff.
- Assesses the performance of employees on the basis of previously defined requirements.
- The provided services are monitored / supervised.
- Reacts fairly and positively towards complaints / remarks and provides service in the best possible way;
- Recognizes as unacceptable the application of forms of sexual harassment and forms of physical, verbal and emotional punishment during the time that he/she works with: 1) service beneficiaries (children, youth, etc.), 2) staff/colleagues of the Center, 3) volunteers, and / or 4) visitors.

Center Manager and Center staff, volunteers and internship students agree that while working at the center:

- They will apply the legislation of Kosovo regarding social services and standards in social services as well as obligations deriving from labor code and

- individual contract;
- They have understood and applied the policy, procedures and rules of the QRBB Center

- No alcohol or harmful substances (drugs) are consumed before or during the time of service in the premises of the Center
- They will settle disputes and conflicts with other employees or service beneficiaries, according to the rules and procedures of the Center

The center should provide an environment that empowers service beneficiaries, promotes self-determination and grants them the following rights:

- All beneficiaries receive equal service without being discriminated.  
Regardless of mental or physical status, the beneficiaries have the right to be treated with dignity and not to be physically or emotionally violated.
- Their information will be highly confidential.
- They will not be used for work outside their program or potential.
- They are entitled to receive a copy of the service procedures (the material in question)
- They will take an active part in drafting the Individual Plan, they will make their remarks and suggestions and eventually sign it.
- They are entitled to receive a personal copy of the individual annual plan.
- Within the program, they have the right to choose what they want, as well as the specialist from the multidisciplinary team with whom they want to work. They have the right to appeal to the Directorate

## DRESS CODE

The purpose of this code is to determine the dressing rules and physical appearance of the employees of the organization during the working hours. Dressing and appearance of employees must be serious and appropriate to the place and nature of the job they are performing. Employees of the organization, while in office, must take care of their appearance, which should correspond to the maintenance of the personal and organizational authority.

Failure to comply with the rules in this code constitutes a violation of the Code of Conduct. If the employee dresses in contravention of the stipulations in the following rules, disciplinary measures will be taken. The rules for dressing and appearance of employees are:

- Employees will take care of their personal hygiene and external appearance.
- Shirts and t-shirts should cover most of the chest; Ordinary shirts, sweaters, pullovers, t-shirts and turtleneck sweaters are suitable for work, and most of the costumes or sports jackets are always acceptable if they do not violate the instructions given. T-shirts are also allowed.
- The sleeves of shirts and sweaters / blouses, and of clothes in general should not be very loose and open at the extent that they expose the body or the underwear, but neither too tight so as to make it unable to move comfortably;
- The clothes for lower part of the body for women should be of adequate length. The ordinary dresses and skirts with length down the knee are appropriate. The length of the skirts should be such as to allow for comfortable sitting and staying in public.
- The body is not allowed to be exposed between the upper and lower part clothes. It is not permissible to wear transparent clothes, short dresses, clothes with belts, deep cleavage or any other extravagant fashion that is considered inappropriate / provocative under general cultural norms and standards.
- All cotton and synthetic trousers are suitable, while

those with elastic material as well as physical exercise trousers are unacceptable (only jeans are an exception). Shorts (over knee length) are not allowed.

- Normal sneakers, various flat or heel shoes are all acceptable, while glowing shoes, as well as extravagant sandals (with belts, and lots of accessories) are not allowed.
- The clothes of all employees should not contain photos and offensive text. Also, glowing and fluorescent clothes are not allowed.
- Mustache, sideburns, different types of beards are allowed only if kept clean and well cut.
- Accessories, make-up and perfume are allowed within general cultural norms and standards. Accessories should enable free movement and not hinder the employee at work. Excessive makeup is not considered appropriate. The discovery of piercings and tattoos in the body should be as limited as possible.

If the employee dresses in contravention with the aforementioned, the direct leader in conversation with the employee should warn him verbally that such dressing and appearance is against this code. In case of disregard of the verbal remark and continuation of dressing and appearance in contravention with the code, the leader shall issue a written remark. In case of disregard of the written remark, and in case of repeating such conduct, disciplinary procedures shall be initiated. Volunteers and practitioners who are engaged in the organization are obliged to adhere to the dressing and appearance rules as defined in this code.

# CHAPTER

THE BUILDING AND PREMISES  
OF THE CENTRE



The Center building and its surrounding environment must meet the minimum criteria for access, welfare and safety of the beneficiaries and employees.

- The center should have an entrance and exit which is accessible for disabled persons as well as for emergency vehicles (medical emergency, firefighters, etc.) as well as the space for maneuvering these cars. All entrances and the entire facility should be adapted to the use of wheelchairs for disabled persons.
- Center environments should be well lit, with natural and artificial light. The lighting of the Center should enable the service beneficiaries to move safely and avoid accidents.
- All the premises of the center should be ventilated naturally. In cases where during service is necessary to preserve privacy, icy or mirrored glasses may be used.
- The center should have a functional heating system, especially in the premises used by service beneficiaries.
- The furniture and equipment of the center are in line with the activities carried out at the center and promote the independence and safety of the beneficiaries.
- The minimum space used by the beneficiaries (including corridors and moving areas) should be  $2m^2$ , except space for computers that is  $3m^2$ . In cases where the space is used by persons in wheelchairs or with a higher level of dependence, the minimum surface area should be three square meters.
- The center should have a number of environments that differ on size, furniture and organization in function of the activities being carried out and the number of beneficiaries. The center should possess:

- Reception and information room
- Individual therapy room
- Group therapy room
- Room for activities, exercises and games
- Work offices
- A small kitchen
- At least two separate toilets for women and men, and adapted for wheelchair users.

#### *Prevention and control of infections*

The center has hand-washing equipment, hand-washing solvents, hand-wiping paper and garbage cans, depending on the type and amount of waste that is generated.

#### *Storage of materials with toxic potential (cleaning solvents, etc.)*

Poisonous materials should be kept in a special closed environment and inaccessible by the beneficiaries, especially the children. These materials should be kept away from food and eating environments.

#### *Emergency phone numbers*

The center should have the phone numbers of emergency, fire brigades, police, hospital, etc. put in the office and easily readable.

#### *First aid*

The center has a first aid box, easily accessible by the center's staff. The box should contain: antiseptic solvents, various bandage types, sterile gases, various pliers, medical adhesives, scissors, first aid manual.

#### *Fire and Emergency (equipment, training, evacuation procedures)*

Stairs, rooms, front doors, corridors and exits from the premises and the building of the Center must be free (without obstacles) during the service time.

The center should have a written procedure in case of need for evacuation. This procedure is drafted in cooperation with the Firefighters Unit. This procedure should be put in all the premises of the center and be accompanied by the relevant evacuation map.

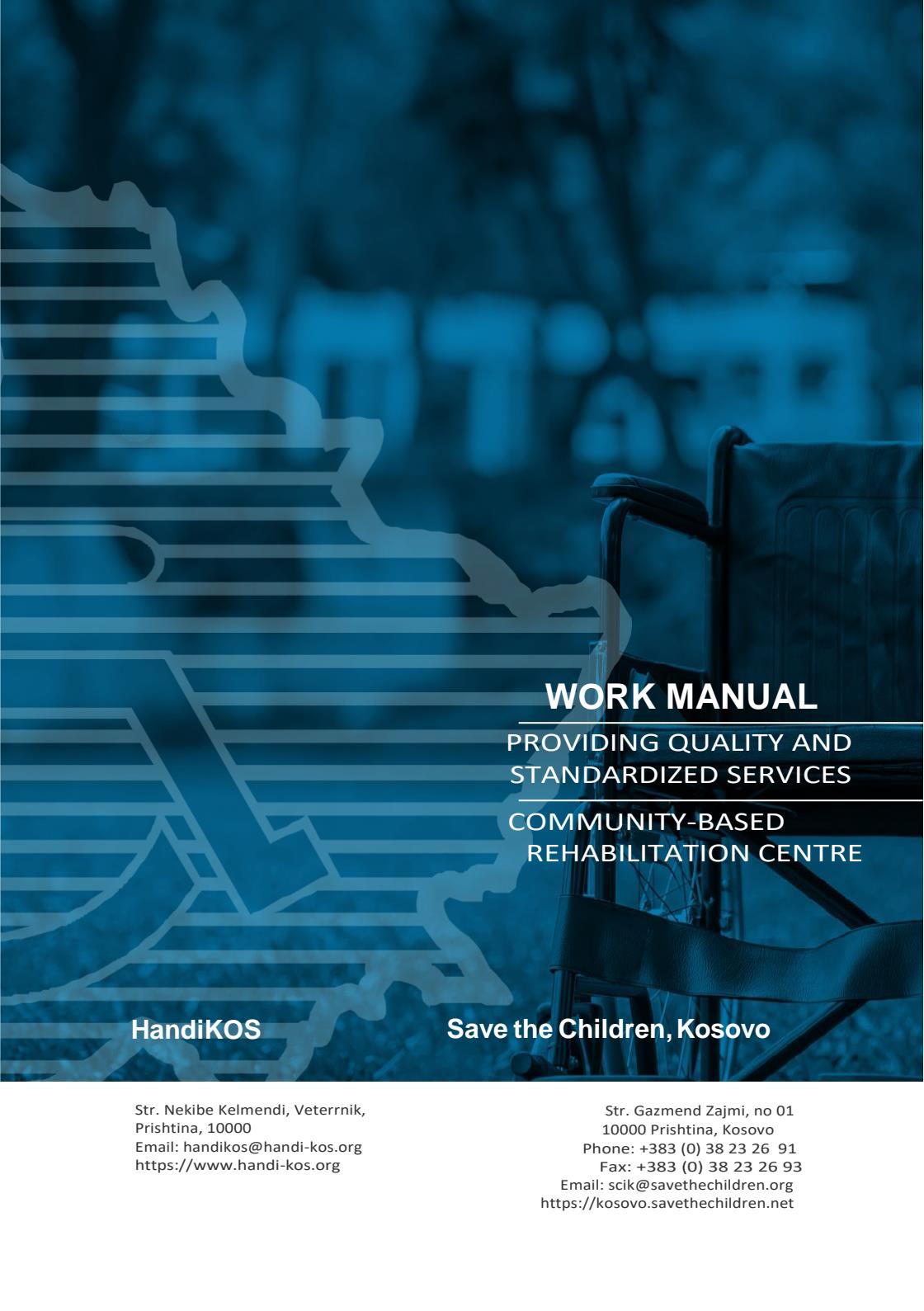
The center should have an alarm system that functions in all the premises of the center.

The center should have fire extinguishers as determined by local authorities.

The center should have signs indicating exits, in capital letters and readable in external spaces.

The center should have an annual fire safety inspection.

Inspection documentation should be part of the center's documentation. Fire extinguishers should be easily accessible by employees and beneficiaries.

The background of the entire page features a photograph of a person in a wheelchair using a ramp. The ramp has horizontal stripes. The person is positioned on the right side of the ramp, moving upwards. The background is dark and out of focus.

# **WORK MANUAL**

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**PROVIDING QUALITY AND  
STANDARDIZED SERVICES**

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**COMMUNITY-BASED  
REHABILITATION CENTRE**

**HandiKOS**

**Save the Children, Kosovo**

Str. Nekipe Kelmendi, Veternik,  
Prishtina, 10000  
Email: [handikos@handi-kos.org](mailto:handikos@handi-kos.org)  
<https://www.handi-kos.org>

Str. Gazmend Zajmi, no 01  
10000 Prishtina, Kosovo  
Phone: +383 (0) 38 23 26 91  
Fax: +383 (0) 38 23 26 93  
Email: [scik@savethechildren.org](mailto:scik@savethechildren.org)  
<https://kosovo.savethechildren.net>