

# JUBILEE

ASSOCIATION OF MARYLAND, INC.



## *Family Handbook*

## *About the Artist*

James Billian hopes to really pull you into his work, which is often inspired by the wide array of progressive and psychedelic bands he listens to on his headphones in the studio. Drawing comes easily to James who has been at it since childhood and features a number of mystical playing out on atmospheric backgrounds. When James isn't working on designing record covers, he likes to build life-size replicas of movie and TV props, recently completing a Dr. Who Tardis. James has been with Jubilee since April 2013.

## *About the Artwork*

The sun represents the Individual and the planets represent the various systems that orbit and provide support. At Jubilee, the Individual is at the very heart of everything we do, and Jubilee, along with the families, day programs, resource coordinators, etc. surround the Individual with support as they grow and shine in their independence.

# **JUBILEE ASSOCIATION OF MARYLAND, INC. FAMILY HANDBOOK**

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# 1. INTRODUCTION

## **Family Partnership**

How well Jubilee Association of Maryland, Inc. partners with families in providing services to their loved ones has everything to do with the quality of service that we deliver. Families put a great deal of trust in Jubilee and its employees when they sign up for Jubilee services. That trust needs to be earned, in the beginning and over time. Families also need to learn to trust because if that trust is not earned or given then tension will exist.

A key to having a good partnership is good communication. This handbook outlines Jubilee's expectations for families and the rules that we operate within that effect families. We hope that by being clear with families about our expectations that this will lead to good communication. Although the handbook is our communication to you, we expect that you will engage us about these issues, how this is working for you, what questions you have, what changes we need to make.

Thank you for trusting us with providing services to your family member, we look forward to working with you to deliver the highest quality of services.

Tim Wiens  
Executive Director

## **Family Involvement in our Homes**

As a provider, Jubilee Association of Maryland recognizes that family members are often the individual's first and most important care-giver and the best people to provide resources/skills to meet the needs of the individual. Your involvement is essential in the gathering of information and the provision of better services. The needs and quality of an Individual's life is at the heart of every decision we make here at Jubilee, as you can see in our mission statement and core values:

### **MISSION:**

**Jubilee Association of Maryland provides opportunities and support for individuals with intellectual and other developmental disabilities to live in and enrich their community while fulfilling their personal, family, social, and spiritual needs.**

### **CORE VALUES:**

**Respect and Human Dignity.** We recognize the basic humanity of all people and treat them equally and with the utmost respect.

**Self Determination.** We believe all people have the right to control their lives and resources as much as possible.

**Community, Mutuality, and Service.** Working together, we create community both within and outside the agency to enhance the lives of those we support.

**Justice.** We support justice on behalf of the people we serve. We are committed to serving people of diverse backgrounds.

**Ethical Practices.** We operate with integrity, insist on quality and clear financial oversight, and base our actions on ethical principles.

**Spiritual Care.** We do our best to ensure that the spiritual needs of the people we serve, their families, and our staff are actively addressed.

## 2. THE ROLES AND EXPECTATIONS OF THE INDIVIDUAL'S FAMILY

Jubilee recognizes that the families of the individuals we serve are often the most significant people in their lives. Jubilee policies, procedures and practices must support these important relationships.

Jubilee relies on family members to provide information about new residents' needs and preferences. This information is included in the individual's file for future reference and is updated as things change. Jubilee encourages parents, siblings, and other relatives of individuals we serve to continue to interact with their loved one as family. This might include talking on the phone, sending letters or cards, visiting, or involving the person in birthdays and holiday celebrations. It may also mean counseling on relationships, personal difficulties, faith issues, sexuality, etc.

There are also other ways in which family members can be involved in the services that their loved one receives from Jubilee. Every Jubilee resident has an Individual Plan (IP) meeting at least once a year. The individual chooses his or her IP team members, and teams usually include family. The team considers what services the individual receives and how these services are delivered. This is the most significant way in which a parent or sibling can affect the services that their family member receives. At the IP meeting the team should also consider how often and what types of communication the family expects from Jubilee.

Family members are also encouraged to share ideas, questions, or concerns with their relative's counselors or Program Manager. Family members may also contact the Director of Program Services or the Executive Director if their concerns are not addressed to their satisfaction by other staff, or if the concerns relate to agency policy and finances. Additionally, at least one (and frequently more than one) member of the Jubilee Board of Directors is a relative of someone served by Jubilee.

It is the role and responsibility of Jubilee staff to make judgments about individual services, and decisions made by staff may not always follow a parent or family member's advice or wishes. It is important to understand that in making decisions, the counselor not only relies on the input from family, but also works within the framework of Jubilee Association policies and procedures and must consider the following:

- the individual's personal choices
- direction from their supervisor
- decisions made at Individual Plan (IP) meetings
- an analysis of risks and benefits for the individual
- family advice or suggestions
- Jubilee's policies and procedures

*Family members and Jubilee staff have distinct roles to play in the lives of individuals Jubilee serves. Jubilee as an agency and Jubilee employees strive to respect and value the roles and contributions of families. Jubilee strives to have positive relationships between family and staff. Jubilee wants to be as transparent as possible in providing information to family members. Family member are expected to value the work of Jubilee employees and to treat them respectfully. Jubilee recognizes that families and staff must work together in a very personal way. Building respectful relationships with one another will greatly enhance the Quality of Life of the individual. There is a potential tension between families and staff but through communication and relationship building those tensions will be reduced.*

***Revised and adopted by the BOD on 2/10/14***

While living in community comes with many benefits, it also comes with some learning curves. As we assist Individuals to live in the community, we also want to help family members learn how to find their place in this new living situation in a way that values their relationship with the Individual and allows respect for possible new roommates and new independence.

**A. Jubilee involves family members in many ways, including:**

- a. We hope to provide families with knowledge of what regulations Jubilee is bound to as a residential provider.
- b. We will hold regular house meetings with families, Individuals, and staff to allow open communication and brainstorming.
- c. Individuals may wish to create a house contract or understanding of how they will live together and run the household (for example: what time is quiet time for sleeping, it's ok for visitors to arrive unannounced or we should let each other know a head of time if someone is planning to visit).
- d. Jubilee invites families to participate in celebrations and events at the home.
- e. Program Managers will work with families to establish an effective line of communication. If family members have questions about staffing or how something is being done in the home, they should address these with the Program Manager, not direct care staff.
- f. We encourage families to volunteer in homes and at agency activities to help them understand how the agency operates.

**B. Family members are asked to remember:**

- a. You are a visitor in the home.
- b. You may be welcome to enter your family member's bedroom, but not into any of the other bedrooms or private areas of the home.
- c. While you may develop a close relationship with other Individuals living in the home, staff may not provide you with information pertaining to other Individuals.

You are always welcome to visit your family member, but it is appreciated if you let the staff know ahead of time when you plan to visit. This will allow them to plan activities accordingly and ensure that they are home when you arrive.

## **Grievance Procedure**

It is hoped that employees and families will be able to work out minor grievances informally, but in the event that this is not possible, an established procedure will be followed.

The family would first talk with the Program Manager with the aim of resolving the situation. If the issue is not resolved at that level, the family should talk to the Director of Program Services about the matter at hand. If the family still feels that the issue has not been resolved, they should contact the Executive Director or Human Resource Director with the aim of easing the situation.

If the situation is not resolved to the family's satisfaction, the family will put the complaint in writing and the Executive Director will submit it to the designated member of the Board of Directors.

The designated board member may make a decision on the grievance or may refer the decision to the full board or a board subcommittee for resolution.

### 3. HUMAN RESOURCES AND STAFFING

Dear Family Member,

Welcome to Jubilee Association of Maryland! Thank you for choosing Jubilee as your service provider. We look forward to partnering with you to support your loved one. We want to address several areas related to staffing that have come up frequently over the years, and offer some suggestions on how best to work with Jubilee staff.

Some families want to be very involved in staff selection while others are happy to let Jubilee handle that task. Please let the program manager handling your loved one's services know how you would like to be involved in the hiring process. Most typically, families are involved in a final interview when we are recruiting for a live-in position or when the employee will be providing supports in your home.

We want your input about selection of employees and their performance once hired, but as the employer, Jubilee makes all decisions around employment, such as hires, transfers, promotions, and terminations. If the employee works in your home, you will of course have considerable weight in decision-making, but you will not have hire/fire authority.

#### **Staff Selection**

Jubilee follows a fairly rigorous hiring process, some of which is mandated by COMAR regulations and others following our own practices and policies. If you recommend someone to work with your loved one, we still need to follow our own hiring procedures and they must be completed before the person joins our payroll. A copy of our hiring checklist is attached for your reference.

Jubilee is governed by the Equal Employment Opportunity Commission (EEOC) and other regulations, and as such, we cannot discriminate in hiring or other employment actions based on age, race, sex, religion, national origin, etc. This means we cannot honor requests such as:

- "We'd like you to hire a woman because they are better at cooking."
- "We don't want someone who might want to go to church on Sunday."
- "I don't want a single mom or someone with young kids."
- "Please hire someone born in the US."
- "We are looking for someone energetic in their twenties."

We ARE able to honor requests such as:

- "We need a female staff because Mary needs assistance dressing, showering and using the bathroom." (In this case, specifying a gender is what the EEOC calls a bona fide occupational qualification.)

- “We need an employee who speaks English fluently because Mary has a difficult time understanding strong accents.”

A copy of sample safe and illegal and/or dangerous interview questions can be found in **APPENDIX A on page 20**. If you would like to be involved in meeting candidates before they are hired, we must insist that you follow this guide. If you have any questions, our human resources department is happy to advise you on how to ask candidates for job-related information in an effective way while minimizing any legal risk.

### **Staff Performance**

Feedback and requests about *minor* issues can be brought to the direct attention of staff. For example, *“I see you’ve gotten pizza for dinner. I’m sure the others will enjoy, it but in my experience it almost always upsets Tony’s stomach.”* Or *“If Tony doesn’t have a preference, I’d like him to wear his blue suit when I pick him up for Mother’s Day.”* Or *“When I let you know I’ll be here to pick up Tony at 10:00 for church that means I’d like him to be ready when I get here.”* Our suggestion is to keep your tone matter-of-fact, and to describe the desired or undesired behavior concretely rather than using a label that might be open to interpretation. For example, you might say, *“I’d like you to put down your phone and greet me when I arrive,”* rather than, *“I wish you’d stop being so rude and stand offish.”* And of course, noticing the positive things staff do and thanking them goes a long way toward building trust and partnership.

We want you to collaborate with our staff and work out everyday situations and problems, but we ask that you not direct them, supervise them, rebuke them, or otherwise correct them. They have a supervisor, the Residential Supervisor or Program Manager, and complaints about staff issues should go to that person for handling.

### **Complaint Procedure**

While all managers and directors have an open door policy, following the chain of command builds trust, while going around/over people tends to create hard feelings which can be counterproductive long-term. Please use Jubilee’s chain of command when you have complaints and other situations that need to be addressed and resolved.

### **Work/Life Balance**

Jubilee’s managers are salaried staff who typically work much more than 40 hours and are expected to respond to emergencies after regular business hours. On the other hand, we ask that as much as possible you respect the hours they are off duty so that they can take the necessary time to recharge their batteries and return to work recharged the following day. For example, if something is not urgent and doesn’t need to be handled before morning, use email rather than texting or calling at night – or call the next day during office hours.

We understand that it is difficult to entrust your loved one to a provider agency, especially if you found your way to Jubilee after receiving disappointing services elsewhere. We understand that trust has to be earned. We will work hard to gain your trust and partner with you to assist your loved one to have a fabulous life where personal, family, social, and spiritual needs are met.

Sincerely,  
The Jubilee Human Resources Team

### **Jubilee Hiring/Onboarding Process**

1. Applicant applies online. In addition to uploading their resume, they answer some scenario questions that are designed to speak to their approach to their work in relation to the values of self-determination, choice, respect, rights, etc.
2. HR screens and schedules first interview with HR and manager, if a manager is identified.
3. After successful first interview, HR begins additional screening:
  - Sex Offender Registry
  - Medicaid Exclusion Lists, to ensure applicant has not been involved in any Medicaid fraud
  - Maryland Board of Nursing discipline site, to ensure applicant has not been disciplined or had medication administration license revoked because of abuse or neglect
  - Degree/license verification, if those credentials are required for the position
  - Criminal background check, Social Security trace and motor vehicle check
  - Reference check and employment verification.
4. A second interview occurs, usually at the home of the person(s) to be served. For a live-in position, we usually hold a third interview with family members present. We solicit feedback from the individuals served, Jubilee staff, and family.
5. The Program Manager recommends moving forward.
6. The Director of Human Resources and Director of Program Services review the file. The Director of Program Services approves or disapproves the hire.
7. HR prepares an offer letter, makes the offer, and schedules orientation.
8. If offer is accepted, Human Resources and the manager conduct orientation, which includes employment forms, benefits, performance expectations, Jubilee values, policies and procedures, training expectations, etc. The manager schedules on the job training at

the house or with the individuals served; this training is documented on a checklist and the amount of training time depends on the Individual Plan (IP).

9. The new staff completes DDA-required and other training, including CPR/First Aid, medication administration, fire safety, rights, choice, community inclusion, the Individual Planning process, defensive driving, and more. We are proud to partner with [Open Future Learning](#), a leading online learning vendor utilizing videos show casing self-advocates and internationally-recognized experts in our field.
10. The new staff attends a second orientation to the agency with Jubilee's Executive Director, Tim Wiens.

## 4. SCHEDULING

### **Hours and Schedules for ALUs and Personal Supports**

NOTE: There are two kinds of residential services offered by Jubilee. In an Alternative Living Unit (ALU)/Group Home, the individuals each have a residential funding award, which pays for staffing, and room and board as well as Contribution to Care charges (in most cases) paid to Jubilee, which are then used to cover housing costs and groceries. Under Personal Supports, an individual receives a set number of hours, whether living at home with family members, with a roommate or alone, or in a Personal Supports home. In the Personal Supports home, the hours awarded to the individuals are shared among the individuals, and the individuals pay for their own housing and food costs. Personal Supports individuals do not pay a monthly room and board fee.

### **Hourly Budget Residential**

In a DDA group home, each individual has a DDA funding award which is meant to pay for staff wages. The awards combined determine the number of hours that Jubilee can provide to the residents on a weekly basis. The hours' budget includes scheduled daily shifts as well as extras like doctor's appointments, sick days from day programs, emergencies, staff meetings and trainings, as well as vacation and sick leave hours for staff.

Some individuals have an awake overnight funding award, and we have awake overnight staff in those homes who are responsible for any night time needs. Others who need sleeping staff in the home have a live-in residential counselor, responsible for sleeping in the house five nights a week in case there is an issue during the night, and weekend staff who spend the night on Fridays and Saturdays.

All group home schedules vary from one another, but for the most part, residential counselors typically work in the weekday mornings and evenings, and are off the clock from about 9 am to 3 or 4 pm. During the day, they are not responsible for answering the house phone or emails. It is much easier to reach most weekday staff in the evening at the houses. Some may choose to be more available by phone during off hours, but it is not an expectation. Should there be a need during the day, it is best to leave a message or send an email. For an immediate concern, family members can call the office and speak to the manager or an available manager. Some houses have two residential counselors who divide the week and rotate weekends. Others have one residential staff who works Sunday night to Friday morning, and there are rotating weekend staff. The program manager can provide you with a monthly staff schedule so you know who will be with your loved one and when.

Going over budget is a major concern for Jubilee. Residential counselors must manage their time – they have a certain number of “flex hours” per week and no more. For this reason, it is imperative that family members who play a role in scheduling for their loved one work closely with Residential Counselors to plan doctor's appointments and other daytime meetings in

accordance with his or her availability. When there are emergencies that require more hours, we may scale back elsewhere on the following week. Our highest expense at Jubilee is personnel, so managers, staff, and families all have a role to play in controlling that cost.

One way we can mitigate costs is to close a house over holidays, if it should work for all the families. Families can also let staff or managers know about planned family trips well in advance. Staff may be better utilized assigned to another home for the day/weekend/week and this takes time to plan.

Another way is to apply for more hours for individuals with greater needs and inadequate funding. We may ask for the families' help to gather documentation quickly and attend meetings so we can submit a Request for Service Change for add-on hours for that individual.

One more crucial issue for ALUs/Group Homes only is absences. When an individual is home with family or otherwise away from the house and Jubilee staff supervision for over 18 hours in a day, the individual is "absent" from the group home on that day. If the individual spends the night at the house and leaves in the morning, that is a "present" day because 12 am – 6 am meets the requirement. If an individual has been away the night before but returns by 6 pm, that is a "present" day because 6 pm – 12 am meets the requirement. The limit of absences per fiscal year is 33 days. If an individual exceeds 33 absences, Jubilee is required to reimburse DDA for the daily funding rate for that individual for every absent day. This is of course, to be avoided at all costs. The home's operation depends on receiving all of the awarded funding. Families can help to stay below the allowed absences and still have their loved ones home a great deal throughout the year by saving their days for longer trips, and if their family member will come home for frequent weekend visits, planning for one overnight and having the individual back by 6 pm. Jubilee may send a letter to the family if the absence limit is approaching.

### **Personal Support Hours**

Most of the above section applies to both ALU/Group Homes and Personal Support homes. Personal Support budget, whether for a home, an individual living independently, or an individual living with family, has an additional challenge, and we need families to be aware of the challenge and partner with us to avoid any problems.

Personal Support homes and individuals do not have absences and daily rates. Jubilee receives its funding by hours billed rather than days. We are able to cover the cost of care by using as close to the maximum hours awarded as possible without going significantly over. Not only does this provide a predictable amount of revenue for the home's operation, but it also provides a stable set of hours and therefore level of income for the employees.

There is also a risk that a home or individual that uses fewer hours than awarded will be audited by DDA and may have some hours taken away. Homes and individuals that use more hours than allotted will be going over budget.

Families can help by understanding this issue and working closely with the Program Manager and/or Residential Counselor to maintain a set number of hours and predictable schedules for employees. Last minute changes in an individual's plans with family which result in cancelled shifts or holding staff over past their shift are difficult to manage and will cause problems for staff and for Jubilee budgets. Planning family time in advance and communicating the needs with the Program Manager is an easy way to head off these problems. Also, removing shifts from one week while a family is away on a planned vacation may be managed by adding hours to other weeks. Families and staffing teams may differ in the strategies employed to keep Personal Supports budgets and hours reasonably consistent. The key is to be aware of the challenges and work together to eliminate them.

## **5. HEALTH AND PERSONAL CARE PRACTICES**

Nurses at Jubilee are responsible for coordinating and overseeing all health-related needs of our individuals. Nurses are responsible for tracking the following:

- a. Doctor appointments for all Health Care Providers (HCP)
  - Dental, Podiatry, Internal Medicine, and Specialists.
- b. Medication Administration
  - Doctors' orders, changes in medications, discontinuing of medications, monitoring of side effects, and delegation of Certified Medication Technician (CMT's) duties.
- c. Hospital admissions, discharges, and emergencies
  - Nurses are made aware of all hospital admissions and work with case managers for discharge planning.

### **Admissions Process at Jubilee**

- Nurses review all available medical information including the most recent physical, dental, and doctor's orders for the individual's medications.
- All individuals prior to admission will have a Health Risk Screening Tool (HRST) completed by the nurse, and families are asked to submit all immunization records.

### **Nursing Care Plans**

- After an individual is admitted to Jubilee, a nursing care plan will be written within the first 90 days. The nursing care plan will address the individual's diagnoses, medications, and health issues. When significant changes occur for the individual, the nursing care plan is revised.

### **Medication Administration**

- Jubilee staff cannot administer medications without a written physician's order and a pharmacy label on the medication. This requirement, for a written order, also includes all over the counter (OTC) medications. This requirement is from the Maryland State Regulations – COMAR 10.27.11.

### **Families Who Choose to be Responsible for Medical Appointments**

- Families that take their individuals to the doctor, dentist and other health care providers are asked to obtain the required medical forms from Jubilee, and once completed and signed by the health care provider, return the forms to Jubilee for placement in the individual's medical book. Jubilee follows the DDA requirement that all individuals have an annual physical, visit the dentist, podiatrist, and other specialists. Families are asked to sign a form indicating that they understand this requirement.

## 6. FINANCES

### CUSTODIAL ACCOUNTS

Jubilee Association of Maryland maintains a non-interest bearing checking account for the convenience of the individuals we serve. The account is separate and apart from our operating account, and it is funded by the individual and/or their family member(s).

#### **What is a custodial account, and why would I need one?**

*By definition, a custodial account is a financial account (such as a bank account, a trust fund or a brokerage account) set up for the benefit of a beneficiary, and administered by a responsible person, known as a custodian, who has a fiduciary obligation to the beneficiary.*

Jubilee offers this financial option as a way to help our individuals stay current with their financial responsibilities. Also, if the individual resides in a Jubilee home, this account may be used to pay their monthly room and board fee, equal share of the household expenses, i.e. food, utilities, as well as any personal expenses.

#### **Will I receive a report of the activity on this account?**

Absolutely! Like most banks, Jubilee will send out a monthly accounting – these reports are sent on or before 15<sup>th</sup> of the ***following*** month. The reports are generated in a PDF format, and are sent out electronically. Please provide us with your correct email account(s), more than one address is perfectly fine.

#### **How do I make deposits, how much should I deposit, and how often?**

Currently, the only way to make a deposit is by check. Please make the check payable to Jubilee Association of Maryland. Include a note on the memo line indicating to whom these funds are for and a short reason for the deposit. For example: Smith, John – July monthly expenses.

The amount and frequency of deposits is determined by how this account is being used. Our expectation is that you will maintain a balance that is sufficient to cover any approved expenses. If the account should fall in arrears, we expect you will make the account current upon notification and; if needed, reassess your deposit amount and schedule. However, if the account cannot be made current in a reasonable time, we will not be able to continue paying expenses on your loved ones behalf until such a time that the account is back in good standing.

**Is there a fee for this account?**

Yes, there is a nominal monthly fee for this account. The fee varies from month to month, and is set by the bank. The fee is evenly split over all the account holders.

**How do I establish a custodial account?**

Talk with the Program Manager and explain your interest in joining this account. The Program Manager will inform the Finance Department of your intent, and together we can review the monthly expenses and expectations to help establish a reasonable monthly deposit amount.

## 7. ON-CALL SYSTEM

While caring for the Individuals at Jubilee is a 24/7 job, we also recognize and value the need for all employees to rest in order to provide the greatest quality of care. In order to provide this needed time of rest for the Program Managers, while still giving seamless care and oversight for the Individuals, an On-call system is in place that is available to all staff, individuals, and family members.

When the office is closed, families should access the on-call system by calling the office number: **301-949-8626**.

Your call will be answered by a third party who will ask for your name and phone number and the reason for your call. They will then ask if you are able to wait until the next business day for a response or if your call needs an immediate response.

If you are calling about a non-emergency issue and you can wait until the next business day for a response, the On-call staff will provide a detailed message to the Program Manager who will respond to you as soon as they are able.

If you need an immediate response, the On-call staff will be able to reach a Program *Manager* or Director who will then call you within a few minutes. If your call is placed on a weekday evening, On-call will reach out to the Program Manager who directly oversees the care of your family member. If your call is made on a Friday evening, Saturday, or Sunday, the Program Manager who responds will vary. Program Managers take turns being responsible for the weekend On-call issues to allow each other the chance to have a weekend of rest.

Even if you have a Program Manager's personal phone number, we ask that you please use the On-call system outside of office hours. This not only respects the Manager's personal time, but it also provides a written document of each call made along with a date and time stamp.

We also ask that you use the same protocol as with the Program Managers and use the on-call system if you are trying to reach the nurses outside of office hours.

## **8. RIGHTS OF OTHERS IN THE HOME**

1. All Individuals have a right to their personal space. When visiting your family member, we ask that you respect the other individuals (housemates) by not entering their bedrooms uninvited.
2. We value self-determination and respect the choices of the Individuals we serve. Therefore, we ask that family members please refrain from checking the refrigerator without permission and decorating the common area without the individual's consent or input.
3. To comply with HIPAA guidelines, Jubilee works to secure medical information of each Individual. You may request medical information pertaining to your family member from the staff, but please refrain from checking the medication cabinet and medical records without permission.
4. You are always welcome to visit your family member, but it is appreciated if you let the home know ahead of time if you plan to visit. This will allow them to plan activities accordingly and ensure that they are home when you arrive.
5. Jubilee works to facilitate healthy relationships by being fair to all in planning events and activities. This may mean some compromises are needed and spontaneous activities may not always be possible.
6. Please be aware of other housemates needs and be considerate with your request.
7. Program Managers will work with families to establish an effective line of communication. If family members have questions about staffing or how something is being done in the home, they should address these with the Program Manager, not direct care support staff.

**APPENDIX A**  
**Interview Questions – What Can We Ask?**

<b>Subject Area</b>	<b>Okay/Acceptable/Legal</b>	<b>NOT Okay/Dangerous/Illegal</b>
<b>Birthplace, Citizenship, National Origin</b>	If hired, can you show documentation of your right to work in the US?	Where are you from? Where were you born? You sound like you're from Nigeria, Peru, or Greece, am I right? Are you American? Were your parents born here?
<b>Race, Color</b>	NONE	<i>Any/all questions asked in this area are inappropriate.</i>
<b>Age</b>	Are you over the age of 18? Our insurance company requires 3 years' driving experience; do you meet that criteria?	How old are you? When were you born? When did you leave high school? You look like you're about my age, do you have the energy for this?
<b>Marital and Family Status</b>	This is the schedule; can you commit to working that on an ongoing basis? This is a live-in position; would anyone other than yourself be living or staying at this location?	Are you married? Are you gay? Do you have a girlfriend? Do you plan to have kids? Who will babysit? Does your husband mind if you work nights?
<b>Physical Condition, Disability</b>	This position requires lifting (blank) number of pounds several times daily. Are you able to do that? This job involves working 14 hours on Saturday and Sunday. Are you able to do that?	How's your health? How many sick days did you use last year? Do you have any health problems? You appear to have a limp – what's that about?
<b>Religion</b>	The schedule includes working 9-9 on Saturday and Sunday every other weekend; can you work these hours?	Are you Catholic? Do you go to church? Do you believe in God? Does your religion prevent you from working on the weekends?
<b>Political</b>	NONE	Are you a Republican? You're not one of those bleeding heart liberals, are you? What are your politics?
<b>Criminal Record</b>	Have you been convicted of a crime in the last 7 years?	Have you ever been arrested?
<b>Work Record</b>	Where have you worked before? What were your duties/dates of employment? Why did you leave?	Any questions that are directly work-related are usually fine.