



The Commonwealth of Massachusetts Department of Education

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January 5, 2005

Mr. Kenneth McElheny
Headmaster
Arlington School at McLean Hospital
115 Mill Street
Belmont, MA 02478

Re: Onsite Follow-up Monitoring Report: Program Review Corrective Action Plan
Verification and Mid-cycle Review

Dear Mr. McElheny:

Enclosed is the Department's Program Review Follow-up Monitoring Report together with findings regarding your private school's Mid-Cycle Program Review. This report contains the Department's findings based on the onsite activities conducted in your school to verify the implementation status and effectiveness of corrective steps taken in response to your Program Review Report issued on November 28, 2001. This report also includes a report on the status of implementation for new state or federal special education requirements enacted since your school's last Program Review.

While the Department of Education found certain noncompliance issues to be resolved, others were partially corrected, not addressed at all and/or new issues were identified by the Department's onsite team. Therefore, the Department is issuing a "Provisional Approval" status effective from the date of this letter and indicated on your approval certificate. Your "Provisional Approval" will expire on (DATE). The reasons for the "Provisional Approval" are clearly indicated on the attached Corrective Action Plan Implementation Checklist. In areas where the private school has failed to implement fully its approved Corrective Action Plan, the Department views these findings to be serious. The private school must demonstrate the specific steps to be taken to come into substantial compliance with all identified areas requiring corrective action by **March 14, 2005**. Pending the outcome of review of these steps, the Department will determine

whether or not sanctions in the form of “Probationary Approval” status and/or a closing of the private school’s intake are necessary at that time.

As the Department previously informed you, in cases where a private school fails to fully and effectively implement a Corrective Action Plan which was proposed by your school and approved by the Department, the Department must then prepare a Corrective Action Plan for the school which must be implemented without further delay. You will find these requirements for corrective action and further progress reporting included in the attached report together with any steps that must be taken by the school to fully implement new special education requirements. Please provide the Department with your written assurance that the Department's requirements for corrective action will be implemented by your private school within the timelines specified. Your statement of assurance must be submitted to the Department's Onsite Chairperson by **January 20, 2005**.

Your staff's cooperation throughout these follow-up monitoring activities is appreciated. Should you require additional clarification of information included in our report, please do not hesitate to contact the Onsite Team Chairperson at 781-338-3711.

Sincerely,

Nina M. Marchese, M.Ed.
Program Review Follow-up Chairperson
Program Quality Assurance Services

John D. Stager, Administrator
Program Quality Assurance Services

c: David P. Driscoll, Commissioner of Education
Kathleen Feldstein, Ph.D., Chairperson, Board of Directors
Cynthia Kaplan, Ph.D. Vice President of Child Services

Encl.: Follow-up Monitoring Report

**MASSACHUSETTS DEPARTMENT OF EDUCATION
PROGRAM REVIEW**

Arlington School at McLean Hospital

**ONSITE VERIFICATION OF CORRECTIVE ACTION PLAN IMPLEMENTATION
AND/OR IDENTIFICATION OF ADDITIONAL FINDINGS REQUIRING CORRECTIVE ACTION**

**Onsite Visit Conducted on November 8 & 9, 2004
Date of this Report January 5, 2005**

Criterion Number and Topic	Implementation Status of Requirements or Corrective Action Plan Determined to be <u>Substantially Implemented</u> √	Method(s) of Verifica-tion	Comments Regarding Corrective Action Plan Implementation	Corrective Action Plan Determined to be <u>Not Fully Implemented</u> or <u>Additional Issues Identified</u> √	Findings Regarding Incomplete Implementation of Approved Corrective Action Plan or Identification of Additional Issues of Noncompliance	Further Corrective Action Ordered by the Department of Education and Timelines for Implementation and Further Progress Reporting
1.2 Teacher Certification	Refer to criterion 11.4.					
1.3 Program's Curriculum 28.09(9)		Documentation Interviews		√	Arlington School still does not have a formal physical education plan or program.	Arlington School must develop a formal physical education plan or program by March 14, 2005.
2.2 Approvals, Licenses, Certificates of	√	Documentation Observations	Arlington School has current licenses, approvals and certificates of inspection by state and			

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Inspection 28.09 (2)(b)4-5 28.09(5) 28.09(6) 18.04(1) 102 CMR 3.06 (4)(b)			local agencies as required. Appropriate documents are in public view, including the organizational chart of Arlington School.			
2.3 OCCS Licensure (Not Applicable to Day Schools)	Not Applicable					
2.4 Public Postings	Refer to criterion 2.2.					
4.3 Restraint Training (Now criterion 9.4)	√	Documentation Interviews	Arlington School has a policy on the use of physical restraint and administers physical restraints in accordance with the requirements of 603 CMR 46.00. Staff have also received			

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			training in the use of physical restraint.			
4.4 Advanced Notice of Program/Facility Change 28.09(5)(c)	√	Documentation Interviews	Arlington School does provide advanced notification of program/facility changes when appropriate.			
4.5 Immediate Notification 18.03(10) 18.05(7) 28.09(12)		Documentation Interviews		√	Although Arlington School provide immediate notification, the form 2 that is submitted is not current and does not include all required notifications.	Submit a current policy on immediate notification, including the form 2 that will be used. This policy must be included in the policy and procedure manual. Train all staff on the use and procedures for completing incident reports with all required information and providing immediate notification by March 14, 2005.
5.2						

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Contents of Coordination and Collaboration with Public School Districts 28.06(2-3) 28.07(5) 28.09(9)(c)&(d) 28.09(2)(b)7 Federal Regulations: 300.349 and 300.400-401	√			√		
6.1 Daily Instructional Hours 603 C.M.R. 27.00		Documentation Interviews Observations		√	Arlington School does not provide an average annual minimum of 5 hours of instructional time per school day for elementary age students and 5.5 hours of instructional time per	Arlington School must update the school day for both the 10-month and summer programs to meet the requirements of an average annual minimum of 5 hours of instructional time per school day for

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					<p>school day for secondary age students.</p> <p>The 10-month program includes lunch as part of the instructional hours that as currently designed cannot be included in instructional time.</p> <p>The summer program is in session from 9-1 and does not meet the minimum hours of instructional time.</p>	<p>elementary age students and 5.5 hours of instructional time per school day for secondary age students by March 14, 2005. The summer program for 2005 must meet these daily instructional hours and the day program must meet the required daily instructional hours by the Fall of 2005. The block schedules for the 2005 summer program and the block schedules for the 2005-2006 school year program must be submitted as well.</p>
6.3 Kindergarten	Not Applicable					
6.4 School Days per Year 28.09(9)		Documentation Interviews		√	Arlington School does not have the required school days per year and needs to update its	Update the school calendar to include the required school days per year. Submit the calendar by

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	√			√	calendar to include 5 additional school days for unforeseen circumstances.	March 14, 2005.
6.5 Early Release of High School Seniors	√	Documentation	Arlington School has a policy that meets the requirements for the appropriate early release of high school seniors.			
7.1 Curriculum Frameworks 28.09(9)(b)		Documentation Interviews		√	Arlington School has aligned the English/Language Arts curriculum with the Massachusetts Curriculum Frameworks. The other required subject areas are not complete, are more teacher driven and have an inconsistent format. As a result, the school is unable to demonstrate that the	Provide a specific timeline on how the curriculum at Arlington School will be developed so that it is fully aligned with the Massachusetts Curriculum Frameworks. Also include the name and role of the staff person who is responsible and how staff will be trained on the new curriculum by March 14, 2005. Written progress reports on the

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					school-wide curriculum is aligned with the Massachusetts Curriculum Frameworks.	implementation of this criterion must be submitted to the Department of Education by the 15 th of each month.
7.2 Staff Training	Refer to criterion 12.2.					
7.3 State/District Wide Assessments	√	Documentation Interviews	Arlington School has written procedures that outlines how Arlington School ensures that all students participate in state and/or district wide assessments in accordance with the assessment participation information provided on the student's IEP.			
8.1	Refer to					

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Current IEP	√ criterion 8.5.			√		
8.5 Current IEP & Student Roster 28.09	√	Documentation Student Records	Arlington School has on file a current IEP for each enrolled Massachusetts student that has been issued by the responsible public school district and consented to by the student's parent(s) (or student in applicable situations) for each student enrolled in the school.			
8.5 IEP Progress Reports (Now criterion 8.8)		Documentation Interviews Student Records		√	Although Arlington School provides report cards in all subject areas, written information on the student's progress towards their annual goals in the IEP, including information	Arlington School must submit an updated written policy that integrates the report cards that are issued and how those will include the information required from student's IEP's as Quarterly Progress Reports. The policy must specify how

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	√			√	<p>on the extent to which such progress is sufficient to enable the student to achieve the goals by the end of the year is not included.</p> <p>Documentation of persons receiving such reports is not maintained in the student records.</p>	<p>Arlington School will ensure that information on the extent to which such progress is sufficient to enable the student to achieve the goals by the end of the year is included. The policy must also include the procedure for documenting the persons receiving Progress Reports and include one consistent format that all teachers will follow. This information is to be submitted by March 14, 2005</p>
8.10 IEP- Less Restrictive Placement 28.09(9(c))	√	Documentation	Arlington School has a policy and procedure that ensures that there are flexible procedures and mechanisms that maximize opportunities for enrolled students to			

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			participate in educational and extracurricular activities in a less restrictive setting.			
9.2 Student Records (Now criterion 18.2).	Refer to criterion 18.2.					
10.1 Student: Teacher Ratios 28.06(6)(d)&(g) 28.09(7)(e)	√	Documentation Interviews Observations	Arlington School exceeds the requirements of the student: Teacher ratio. Arlington School has one teacher for every four students.			
10.3 Less Restrictive Setting (Now criterion 8.10).	Refer to criterion 8.10.					

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10.4 Student: Child Care Ratios 28.09(7) 18.01(2)	Not Applicable					
11.1 Personnel Policies 28.09(7) 28.09(11)(a) 18.05(11)	√	Documentation	Arlington School has written personnel policies and procedures that contain all required policies.			
11.3 Educational Administrator Qualifications		Documentation Interviews		√	The Educational Administrator does not meet the requirements to serve in this role, specifically, a license as a special educator.	Arlington School must submit documentation of how the Educational Administrator will become licensed as a special educator or special education administrator to meet the requirements to serve in this role by March 14, 2005.
11.4 Teachers		Documentation Interviews		√	Teaching staff at Arlington School are	Arlington School must submit documentation that

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Special Education Teachers and Regular Education Teachers 28.09(7)(b)(c) 18.05(11)(f)	√	Personnel Records			not all licensed as required by 603 CMR 44.00, at least half of the teaching staff is not licensed in special education and many of the teaching staff do not have professional developments plans.	demonstrates how teaching staff will become licensed as required by 603 CMR 44.00 by March 14, 2005 and include professional development plans for all teaching staff. A written policy and procedure regarding professional development plans and oversight is also required.
11.5 Related Services Staff 28.09(7)(d)	√	Documentation Interviews	Arlington School demonstrated that all staff providing related services are appropriately certified, licensed or registered by their respective state boards or professional licenses.			
11.6 Master Staff		Documentation Interviews		√	Arlington School does not have a current	Arlington School must update the Master Staff

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Roster 28.09(7)					Master Staff Roster that appropriately reflects the UFR numbers to which positions are assigned and reported.	Roster that includes a list of all staff for every position within the school, including job titles, corresponding UFR numbers and full-time equivalents by March 14, 2005.
11.9 Organizational Structure 28.09(7) 28.07(c)	√	Documentation Interviews	Arlington School has an organizational structure that provides for the efficient and effective operation of the school, supervision of school staff and supervision of students.			
12.2 Supervision of Students (Now criterion 11.11).		Documentation Interviews		√	Arlington School does not have a policy and procedure for the supervision of students that includes the supervision of students	Arlington School must update the policy on the supervision of students to include the supervision of students on off grounds activities.

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					on off school grounds activities.	
12.2 Annual In-Service Training Plan and Calendar 28.09(7)(f) 18.05(11)(h)	√	Documentation Interviews	Arlington School implements a written plan for staff training that provides, on average, at least two (2) hours per month of relevant training for all staff, and which includes all mandated trainings required by the Department.			
12.2(a) Behavior Management and Restraint Training 28.09(11) 18.05(5)	√	Documentation Interviews	Arlington School has policies and procedures on behavior management, suspension and termination that and appropriately train staff in these areas.			
15.1 Recreational and Leisure	Refer to criterion 1.3.					

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Activities (Now criterion 1.3)						
15.1 Parental Involvement and Parents' Advisory Group 18.05(4)(a)		Documentation Interviews		√	Although Arlington School has parent meetings, a Parent Advisory Group must be established that provides feedback to the school that relates to the education, health and safety of the students enrolled. Meeting minutes must be maintained to formalize this process.	Arlington School must update its policy on Parental Involvement to include the requirement of a Parents' Advisory Group. This policy must outline how often the group will be invited to meet, the goals of the group as well as the staff member who is responsible for working with this group by March 14, 2005.
18.2 Student Records 28.09(10) MGL c. 71, s. 34H 603 CMR 23.00		Documentation Student Records		√	Arlington School does not maintain the : <ul style="list-style-type: none"> • Log of access Face sheet: Recent picture; Date of admission; Educational case 	Arlington School must ensure that each student record has a log of access that will be maintained, provide an updated face sheet that includes all required information and

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Family Educational Rights and Privacy Act (FERPA)	√				manager Primary language of student; Legal status of student; Other state agencies involved with student; Primary language of parents; Information specific regarding handling medical emergencies <ul style="list-style-type: none"> • Incident reports must be maintained in student records 	ensure incident reports will be maintained in student records by March 14, 2005. A description of what procedure for student record management Arlington School will follow is also requested. A random sample of the face sheets of five records must be submitted to the Department of Education by March 14, 2005.
20.1 Classrooms/ Accessibility (Now criterion 13.4)	√	Documentation Observation	Arlington School has installed a handicapped accessible bathroom to meet the accessibility requirements.			

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21.1 Interior Maintenance of Facility (Now criterion 13.7)	√	Documentation Interviews Observation	Improvements have been made to the interior of Arlington School such as removing a lot of clutter, fixing a leaky rook, painting where needed and maintaining an overall cleaner school.			
21.7 Outdoor Areas (Now criterion 13.8)	√	Interviews Observation	Arlington School has fixed the outdoor walkway.			
22.3 Written Healthcare Policies (Now criterion 16.1)	√	Documentation Interviews	Arlington School now has a comprehensive healthcare policies and procedures manual that is approved annually by a licensed physician.			
22.6 Preventive health Care	√	Documentation Interviews	Arlington School has a policy and procedure			

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(Now criterion 16.7)	√		specific to the preventive health care of students.	√		
22.7 Written Policy on Exposure (Now criterion 16.7)		Documentation		√	Arlington School does not have a written policy specific to protecting students from exposure to foods, chemicals and other material to which they may be allergic.	Arlington School must develop and implement a policy on the exposure that meets the current requirements of criterion 16.7 by March 14, 2005. This criterion must be included in the Health Care Manual.
Other: Computers and Technology (Now criterion 13.3)		Observation Interviews		√	The onsite team observed and determined that students do not have appropriate access to computers and technology.	Arlington School must provide an update on computer access and appropriate computer availability for students and teachers and submit a timeline for what computers/technology will be updated by March 14, 2005. Please also address the feasibility of tying the

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	√			√		school into the hospital intranet.
Science Lab (Now criterion 13.8)		Interviews Observation		√	There are outstanding concerns in the science lab at Arlington School such as gas valves and outlets.	Arlington School must provide a timeline and plan for ensuring the science lab meets appropriate health and safety standards by March 14, 2005.
Policies (Now criterion 3.1 and 3.2)		Documentation		√	Arlington School does not have a standard format for consistency among policies.	Arlington School must provide a sample format and timeline of updating policies to be in a consistent format by March 14, 2001.