

BBCBC Professional Development
Training Plan & Course Catalog
FY 16/17





BBCBC Invests in Professional Development

It is the policy of BBCBC to support staff through a comprehensive training and development program that provides staff with the information necessary to competently provide services.

As a valued Big Bend Community Based Care staff member or contracted network provider, we want to ensure that you have professional development opportunities to enhance your knowledge and skills. BBCBC is committed to valuing and respecting the contributions you make to our system of care.

BBCBC Training Team Mission

To develop a workforce that is competent, knowledgeable, ethical, compassionate, empowered, collaborative, resourceful and committed to providing excellence in child welfare practice.

BBCBC Training Team Goals

- Assist colleagues in creating and maintaining a positive work environment.
- Increase morale and job satisfaction by offering opportunities for professional and personal development.
- Facilitate a case management redesign effort to reduce workload and realign job tasks.
- Develop an action plan and proposal for a training system redesign.
- Develop a regular process for increasing communication between training and upper management.
- Promote change that improves child welfare practice.
- Provide leadership on system initiatives.
- Offer cutting edge training.
- Increase opportunities for experts to facilitate training and build professional relationships with staff.

Kirkpatrick Model

To ensure that BBCBC delivers high quality training programs we utilize the Kirkpatrick Model as a practice construct which establishes *Ten Requirements for Effective Training* and *Four Levels of Learning*.

Ten Requirements for Effective Learning

Based on the needs of the participants

BBCBC regularly surveys participant needs. At monthly management meetings, training is a regular agenda item and agencies bring their training needs to that forum so we can discuss them and ensure we have a full understanding of the need. In addition, we utilize formal surveys to assess the needs of all staff periodically. The BBCBC Training Specialist regularly contacts all program managers to solicit training needs and our training team has established relationships with staff and managers that result in training requests being communicated regularly through email and conversations.

Study the performance appraisals of the staff

The BBCBC QA Team publishes performance results on a weekly and monthly basis. The BBCBC Training Team receives these reports and incorporates the information in real time so that we are always adjusting to meet performance needs. For example, the performance results revealed performance gaps in the documentation of psychotropic medications. Within 30 days we developed psychotropic medications refresher training and delivered it to all staff in every county we serve.



Set Learning Objectives that reflect desired behaviors on the job

Our learning objectives are developed using the Instructional Systems Design SMART process that requires them to be specific, measurable, attainable, relevant and timely. The on the job behaviors are outlined in position descriptions and core competencies of the profession. In addition, the BBCBC performance appraisal lists behaviors that employees are expected to demonstrate.

Schedule the program at the right time

Due to the nature of child welfare and the need to be able to respond quickly to emerging needs, we make every attempt to be mindful of the needs of our workforce before scheduling training. In fact, we may occasionally need to amend our published training due to a more immediate need. Additionally, when there is a directive that requires a concentrated focus, we will prioritize that need.

Hold the program at the right place with the right amenities

Fortunately for our system of care, BBCBC has invested in training space that is designed to meet the needs of our workforce. Our buildings have designated training space that is fully equipped with the audio-visual equipment needed to deliver effective training. Travel for our workforce is minimal because the training space and the training team are co-located in our service centers.

Invite the right people to attend

We communicate directly with managers and directors to ensure that the right individuals attend each training.

Select Effective Instructors

Perhaps the greatest strength of the BBCBC training program is the experience of the instructors. Although it is not required by DCF, our trainers maintain a Trainer Certification from the Florida Certification Board. Combined our team has over 70 years of experience in professional training. Each trainer has attained additional train the trainer certifications in different areas of practice.

Use Effective Techniques and Aids

Our training team regularly participates in train the trainer sessions that teach us how to use the most effective techniques and training aids.

Accomplish the Program Objectives

At the end of each course, the objectives are reviewed and staff are engaged in discussions that demonstrate their understanding and successful attainment of the objectives.

Satisfy the Participants

The BBCBC Mission Statement and Core Values guide our work. To connect these foundational components to training, we developed a training team mission statement and training team goals that assist in maintaining our focus on the needs of participants. The feedback we receive is overwhelmingly positive.

Evaluate the Program

It is our goal to obtain formal evaluations following training and analyze the data to determine where we need to improve as well as understand our areas of strength. Our primary evaluation is the Florida Certification Board exam. Individuals that have completed our Pre-service training program consistently



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score highest in the State of Florida with a passing rate of over 99%. Evaluation tools are also utilized to gather information from participants.

Four Levels of Learning

*The first level of the Kirkpatrick Model focuses on **Reaction**. We have instituted a number of reaction sheets during the last 6 years at BBCBC. Because we use a statewide curriculum for many of our courses, the reaction sheets are included in the curriculum. The most recent curriculum did not use reactions sheets, so we have independently decided to reinstitute a Likert scale reaction sheet and end with suggestions for improvement.*

*The second level of the Kirkpatrick Model focuses on **Learning**. BBCBC utilizes the Florida Certification Board standardized test to evaluate learning. The 100-item test was recently revised and is divided into 4 learning categories based on professional competencies. When an employee is unsuccessful in passing the exam on one attempt, we review the score received and develop a learning plan with the employee. After they have had sufficient time to prepare, the trainer will reschedule the test and administer a second attempt. To ensure learning is developing, after passing the exam the BBCBC training team arranges for employees to meet with the training staff for 8 hours of consultation and training.*

*The third level of the Kirkpatrick Model focuses on **Behavior**. Following completion of Pre-service training and a successful score on the certification exam, BBCBC requires that a training team member observe each participant in their actual job performance. We conduct at least one out of the classroom observation and provide on the job coaching and consultation.*

*The fourth level of the Kirkpatrick Model focuses on **Results**. For the last 2 years, BBCBC trainers have conducted training and case consultation on Florida's new Child Welfare Practice Model. This will be our opportunity to work with a controlled group of consultants we are developing to attain model proficiency. Currently we have instituted a process to develop these professionals and we will be measuring their proficiency as they develop. Our plan is to utilize measurement tools from QA to support performance outcomes.*

Training Policies

BBCBC has developed the following training policies that can all be accessed on the BBCBC website:

- 1200: Personnel Development & Training
- 1201: Training Content
- 1202: Supervision
- 1203: Child Protection Professional Certification Program
- 1204: Child Protection Professional Recertification Requirements
- 1206: Continuing Professional Development
- 1207: Network Training

Training for BBCBC Employees

All BBCBC staff will participate in ongoing trainings as deemed necessary by BBCBC for employees' specific job duties to:

- promote cooperation among personnel,
- facilitate opportunities for learning and skill enhancement,



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- encourage creativity and innovation in program development and service delivery,
- promote awareness of, and sensitivity to, cultural backgrounds and needs; and
- reward and acknowledge the contributions of staff.

The BBCBC personnel training and development program:

- is reviewed annually and revised in accord with an assessment of the organization's training needs,
- outlines specific expectations regarding training required of personnel in different positions and categories,
- provides the opportunity for personnel to fulfill the continuing education requirements of their respective professions; and
- provides opportunities to support advancement within the organization and profession.

Training for Contracted Network Providers (Case Managers, Licensing Consultants, IL Specialists, Adoptions Staff, etc.)

The training process is comprehensive: state mandated pre-service training, required field activities, In-service training opportunities, and mentoring and coaching opportunities.

Pre-Service Training

Staff members working in Dependency Case Management, Foster Home Management, Adoptions, etc. is required to achieve Child Welfare Certification within 1 year of passing the Certification Exam.

Pre-service training includes:

- 8-9 weeks of classroom training
- Foundations of Child Welfare: family centered practice, legal practice, system of care overview, types of maltreatments, removal and placement, interviewing, assessment, trauma informed care, FSFN, staffings, family preservation, case planning, special placements, quality parenting, adoptions.
- Field Activities - BCBC requires new staff to complete field activities during pre-service training. During the field experiences, new staff accompanies experienced staff as they fulfill the duties of their job, including court hearings, home visits, staffings, and other activities that are required for success on the job.
- Required BBCBC online courses
- Certification Exam - Test on curriculum material and ability to analyze classroom concepts

Message to Staff

This Training Plan and Course Catalog will be revised regularly. Course schedules are available on the BBCBC website and are regularly updated as new training courses are released. If you would like to request a new course, contact your trainers or the BBCBC Training Specialist, and they will work with our management team to respond to your request. All staff employed by BBCBC or working in a position requiring Child Welfare Certification within the BBCBC system of care is required to enter all training hours in the FSFN training system.

BBCBC Training Team

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BBCBC Training Plan

Each fiscal year the BBCBC Training Team will develop a training plan for the upcoming year.

TASK	DETAILS
BBCBC Staff - Agency Orientation & Required Training	<ul style="list-style-type: none"> ○ Annually update required courses: HIPPA, Security Awareness, BBCBC Orientation, Safety & Security, Sexual Harassment, and Universal Precautions. ○ Insure that all new BBCBC staff is assigned a login on the BBCBC Learning Management System during their orientation to the agency.
BBCBC Staff – In-service Training	<ul style="list-style-type: none"> ○ Create a quarterly in-service training calendar.
BBCBC Staff - Conferences	<ul style="list-style-type: none"> ○ Identify best conferences for staff to attend and communicate with supervisors.
Child Welfare Contracted Providers - Pre-service	<ul style="list-style-type: none"> ○ Offer Pre-service training as needed by network providers.
Child Welfare Contracted Providers - In-service	<ul style="list-style-type: none"> ○ Offer monthly in-service training to all System of Care Providers and Partners.
Child Welfare Contracted Providers – Practice/Policy Consultation	<ul style="list-style-type: none"> ○ Offer small group case consultations on a monthly and as needed basis. This is focused on the Behavioral level of the Kirkpatrick Model.
Network Provider Training - In-service	<ul style="list-style-type: none"> ○ Work with the BBCBC Contract Team to ensure this requirement is fully communicated in the approval letter and tracked for compliance. ○ Prior to serving BBCBC network clients all direct service providers receive orientation and training on: the network’s mission, philosophy, goals, and services; network operations and functioning; network policies and procedure’s including access procedures’ network billing practices; utilization management criteria; the network’s conflict of interest policies and ethical expectations; and the provider’s role in the network’s PQI process.
Regularly publish training calendars for Pre-service training	<ul style="list-style-type: none"> ○ Publish all Pre-service training calendars electronically. ○ Send training calendars to all supervisors and managers in advance.
Regularly publish training calendars for In-service training	<ul style="list-style-type: none"> ○ Publish all in-service training calendars electronically. ○ Send training announcements to all supervisors and managers in advance.
Update current electronic courses	<ul style="list-style-type: none"> ○ Develop end of course electronic quiz that evaluates learner’s competence and establishes a passing score.
Build new electronic courses	<ul style="list-style-type: none"> ○ Review policies and practice components and determine which new electronic courses are needed. ○ Contact DCF and others to get feedback on the technology needed to address this need.
Maintain CEU provider status	<ul style="list-style-type: none"> ○ BBCBC is an approved CEU provider through the Florida Certification Board.
Implement QPI Initiatives	<ul style="list-style-type: none"> ○ Work with QPI teams and determine which QPI strategies need training implementation.
Identify statewide workgroups and conference calls	<ul style="list-style-type: none"> ○ Work with trainers to determine the list of statewide workgroups and assign them to different groups to expand our participation.
Identify community committees, boards, advocacy, etc., groups that we need to participate in	<ul style="list-style-type: none"> ○ Work with trainers to determine the list of community committees, boards, advocacy, etc., and assign them to different groups to expand our participation.
Training materials, equipment and technologies	<ul style="list-style-type: none"> ○ Solicit feedback from trainers, IT staff and other training organizations on improvements for this area.



BBCBC Training Plan

BBCBC ONGOING IN-SERVICE TRAINING CALENDAR –COURSES	DELIVERY METHOD
Legal Updates	In-Person or Online
Quality Parent Initiative - Ensuring Quality in Foster Care Services	In-Person or Online
Trauma Informed Care	In-Person or Online
The Art of Engagement	In-Person
Customer Service	In-Person
Secondary Trauma: Managing Stress as a Child Welfare Professional	In-Person
Professionalism, Ethics & Practice Standards	In-Person
Child Well Being	In-Person
Demonstrating Cultural Competence	In-Person
Teambuilding for Success	In-Person
Psychotropic Medication	Online – Center for Child Welfare

RESOURCES FOR SUPPLEMENTAL TRAINING	COURSES	DELIVERY METHOD
Center for Child Welfare http://centerforchildwelfare.fmhi.usf.edu/	An extensive library of courses specific to child welfare is available for all staff online.	Online
National Association of Social Work	BBCBC has an ongoing partnership with the National Association of Social Work – Big Bend Unit to provide onsite training opportunities at the BBCBC service center in Tallahassee on a monthly basis.	In-Person



Specific Training Targets for 2016-2017

Safety Methodology Model Training	<ul style="list-style-type: none"> ○ Provide 8 day training on the Safety Methodology to all Case Management Staff ○ Provide 8 day training on Safety Methodology to all Case Management Supervisors and BBCBC/CMO Managers ○ Provide 2 Day Safety Methodology Overview for System of Care Providers ○ Provide 2-3 hour Model Overview sessions to Provider Network and Community
Safety Methodology Model Consultant Proficiency Development	<ul style="list-style-type: none"> ○ Work with Action for Child Protection to develop a Safety Methodology Consultant Proficiency Process ○ Provide 3 day Consultant Proficiency training ○ Coordinate approved Consultants pairing with BBCBC Training Staff to co-facilitate case reviews ○ Coordinate bi-weekly Consultant conference calls
Case Management Supervisor Development	<ul style="list-style-type: none"> ○ Provide Advanced Case Management Supervisor Development sessions that focuses on Child Welfare Supervision ○ Work with FSU and FAMU Social Work Departments to provide in-service training for supervisors
Motivational Interviewing	<ul style="list-style-type: none"> ○ Provide Motivational Interviewing training for all Case Management staff and supervisors
Documentation	<ul style="list-style-type: none"> ○ Provide Advanced Documentation training for all Case Management staff and supervisors
Child Death Review Analysis	<ul style="list-style-type: none"> ○ Coordinate Learning Circles where we identify 1 child death to review and analyze to develop critical thinking skills.
Utilize BBCBC Directors and Leadership expertise in training delivery [particularly advanced sessions, lunch and learn sessions and conferences]	<ul style="list-style-type: none"> ○ Establish specific sessions for BBCBC Directors and Leadership ○ Establish specific sessions for Contracted Provider Leadership
Complete MAPP Revisions	<ul style="list-style-type: none"> ○ Contract with an Instructional Designer to finalize the BBCBC Parent Preparation Program



BBCBC Training/Staff Communication Decision Making Guide

To assist leadership in determining the most effective method for delivering information, skills and directives to staff, the BBCBC Training Team recommends using the following grid as a guide.

Information Guide	In-Person Training	Online Training	Policy Memo	Email Directive	Supervisor/ Agency Staff Meeting	Web Posting & Alert
Policy Change			✓	✓		✓
Corrective Action			✓	✓		
Practice Change	✓	✓			✓	
New Skill Development	✓					
Communicate New CW Information & Research		✓			✓	✓
Promote Teamwork	✓				✓	

Key Points to Consider:

- If staff becomes inundated with training, not only will training seem reactionary and redundant, it may also lose effectiveness and contribute to staff burnout and stress.
- If the Policy Change will require demonstration of new skills or practice approach, the most appropriate method of delivery would then be in-person training.
- Any combinations need to be considered individually.