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BBCBC Professional Development Training Plan FY 19/20





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.
- 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 specialized training to increase knowledge and skills of case management staff.
- 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 Four Levels of Learning and **Ten Requirements for Effective Training:**

Based on the needs of the participants

At the quarterly Continuous Quality Improvement (CQI) -Training 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. Case Management Organizations, Foster Family Support Services staff, sub-contracted foster home licensing provider, Intake and Placement staff, Training Specialist, Quality Assurance Staff, BBCBC contract managers, Behavioral Health Coordinator and Nurse Care Coordinators are included in this meeting. In addition, periodically we utilize formal surveys to assess the needs of all staff. Quality Assurance data gathered through Rapid Safety Feedback and Child and Family Services Reviews (CFSR) are analyzed by the Performance, Quality and Accreditation Manager and reviewed and discussed at the meeting to identify training needs.

Set Learning Objectives that reflect desired behaviors on the job

Our learning objectives are developed using the Instructional Systems Design SMART process which 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 which 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. Each Month the Training Calendar is coordinated with Case Management Organizations and provided through email to CMO (Managers, Supervisors, Lead Case Mangers), partners, and relevant BBCBC employees.

Select Effective Instructors

BBCBC requires Training Specialist to have child welfare experience and hold a valid Child Welfare Professional Certificate. All Training Specialist are required to attend training through Langevin Learning Services to enhance their training knowledge and skills. Each Training Specialist will complete the Department's Trainer Coaching and Competency Program. We have trainers certified to Adoption Competency Train the Trainer, Quality Parenting Training Train the Trainer and Cultural Competency,

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 which 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 preservice training program have a passing rate of over 99%. Evaluation tools are also utilized to gather information from participants.

*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. In 2018-2019 we developed additional training requirements for new case managers entitled Phase 2 training and have implemented this in 2019-2020. Case managers have 12 months to complete the Phase 2 training requirements and must completed prior to applying for certification.*

*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 assigns a training specialist to each new case manager. During this provisional period the training specialist provides guidance and support and is required to make at least one field visit with the case manager. The training specialist also meets with the new case manager and their supervisor 30 days after testing and again at 3 months. During the 6th month a random case is selected for review by the training specialist. Items reviewed will include safety plans, Family Functioning Assessment-On-Going, Progress Updates, Judicial Reviews, Case Plans, notes, Homestudies and FSFN data entry. This review will help identify the case manager's level of knowledge and skills and will result in an individualized development plan to enhance any areas identified as needing improvement.*

*The fourth level of the Kirkpatrick Model focuses on **Results**. One method to determine results is to utilize measurement tools from QA to support performance outcomes. In 2019-20120 the training team will work to identify a method to more closely identify opportunities to measure training results through use of quality assurance results.*

Training Policies

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

- 1200: Personnel Development & Training



- 1201: Training Content
- 1202: Supervision
- 1203: Child Protection Professional Certification Program
- 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,
- 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 Counselors, 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, Licensing Counselors, Adoptions, etc. are required to achieve Child Welfare Certification within 1 year of passing the Certification Exam.

Preservice training uses the curriculum required by Department of Children and Families and includes:

- 8-9 weeks of classroom training
- CORE includes Foundations of Child Welfare, Practice Model Overview, Child Development, Trauma and the Child, Family Conditions, Maltreatments, Assessing Family Functioning, Safety and Risk, Safety Planning and Post-Assessment.
- Specialty Track includes Introduction to Case Management, Case Transfer, Safety Management, Court Proceedings (including mock trial/hearing experience), Out of Home Care, Preparation/Introduction, Exploration, Case Planning and Progress Updates.



- FSN training is now incorporated throughout the Specialty Track.
- 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 required for success on the job.
- Certification Exam - Test on curriculum material and ability to analyze classroom concepts
- Putting the Pieces Together is a supplemental 2-day training event provided after the certification examination. It consist of providing critical components not covered in the pre-service curriculum. Special speakers are invited and includes concepts of the quality parenting initiative, Managing Entity, Guardian ad Litem, Well-Being Specialist, and Nurse Care Coordinators. This training also provides instructions on how to identify service needs, to located appropriate providers, completed referrals and request the request for payment of services.
- When training needs align BBCBC training team partners with DCF trainers to provide CORE training.

Phase 2 Training (required for new case managers/open to all case managers)

- Required to be completed during provisional certification period.
- 2019-2020 required training classes are:
 - Time Management
 - Quality Contact and Engagement
 - Care Giver Protective Capacity
 - Self-Care
 - Psychotropic Medication

In-Service Training

- Training Plan is determined each quarter during the Quarterly CQI- Training Meeting through:
 - Analysis of quality assurance data.
 - Feedback from Case Management Organizations, Family Foster Home Support staff, Foster Home Licensing staff, Intake and Placement staff and other specialist in attendance.
- In-Service Training is provided monthly and at least in 2 locations and 2 times.
- In-Service Training dates are coordinated with Case Management Organizations.
- When relevant training opportunities provided by DCF or other partners are identified, the Training Team notifies CMOs and partners.