



Brevard Family Partnership

BFP Internal Staff Development and Training Plan

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TRAINING AND SUPERVISION

Brevard Family Partnership recognizes that building a high-quality child welfare system requires a comprehensive system of training and development that embraces community-based care that focuses on the development of staff at all levels. Most significantly, BFP maintains a training program that concretely supports and promotes a system of care that is:

- Child focused and family centered
- Seamless, cohesive, and comprehensive
- Culturally competent, relevant, and respectful
- Individualized and strength-based in the delivery of services
- Outcome and results accountability oriented within a robust continuum of care and
- Focused on the development of all staff within the system.

These philosophical underpinnings of the BFP system of care are deemed critical to the practice model. BFP provides child-focused, family-centered, and culturally competent child welfare services and recognizes that a staff development program must not only address basic child welfare competencies and skills, yet also facilitates a change process promoting the system of care reflective of the values outlined above. In addition to skill development, BFP promotes an environment that supports the career goals and total development of each employee at every level of the system. This change process occurs both within and outside the agency and as a result, the training focuses both within and outside the agency.

This degree of change involves a process that is gradual, supportive, inclusive, incremental, and comprehensive. The agency philosophy and values is integrated into training for all staff, the development of specific training programs that promote skills inherent to those values, and supervision and management that promote these values and skills within the service delivery system.

The BFP Internal Staff Development and Training Plan centers on change and as such, is designed to do the following:

- Provide child welfare competencies to all staff who deliver services or have contact with children and families in the BFP system of care
- Embraces the community- based care model
- Help the greater community embrace the community-based care model
- Promotes a child focused, family centered, culturally competent system of care
- Utilizes an individualized and strengths-based approach to the delivery of services
- Promotes cooperation, collaboration, and open communication amongst personnel
- Includes an education and training program that provides opportunities for learning and skill acquisition, growth, and development
- Encourages creativity and innovation in program development and service delivery
- Promotes awareness of, and sensitivity to, cultural competency and
- Rewards and acknowledges the contributions of personnel.

ORGANIZATION OF THE STAFF TRAINING AND DEVELOPMENT PLAN

The Council on Accreditation (COA) standards for Training and Supervision are the foundation for BFP Staff Development and Training Plan. As indicated in the COA standard, BFP promotes “competence in personnel by providing regular supervision and training relevant to service delivery.”

The BFP Staff Development and Training Plan addresses the following areas as outlined in the COA standard:

- Orientation of New Personnel
- Personnel Development and Training
- Training Content
- Risk Management Training
- Supervision
- Additional Requirements of Supervisors

ORIENTATION OF NEW PERSONNEL

All newly hired employees within BFP Family of Agencies (FOA) enters into a 90-day Orientation, Training and Transition Plan (BFP New Hire Training/Transition Plan – Operating Procedure HR 2222) to determine and identify professional development needs in order to meet all required training opportunities as well as identify training needs to enhance their ability to successfully meet job responsibilities.

At the minimum, each newly hired BFP employee is required to complete the following trainings within the first 90 days of their employment or as directed by the allotted timeframes established:

- HIPAA Training
- Security Awareness Training
- Universal Disease Precaution Training
- Civil Rights and ADA Training
- Auxiliary Aids and Service Plan Training
- Standards, Values and Practices (Ethics & Cultural Competence) Training
- New Hire Orientation Training
- BFP Introduction and System of Care Training
- Florida Safe Families Network (FSFN) Training, if applicable
- Family Preservation Training, if applicable
- The Center for Advancement of Child Welfare Practice (for ongoing professional development trainings online)
- Wraparound Training, if applicable
- PRIDE leader training, if applicable

All BFP staff are oriented upon the first day of hire by their Supervisor to:

- The mission, philosophy, goals, and services of the agency
- The cultural and socioeconomic characteristics of the service population.
- The agency's relationship and role within the community.
- The Human Resources policies and procedures and the BFP Employee Handbook.
- The organizational structure and lines of authority within BFP
- The maintenance and security of case records

All staff are required to attend quarterly Orientation Training that reviews the above listed items in detail. This ensures a smooth and committed transition to the BFP service delivery model and related philosophy and values.

A complete listing of required trainings and review of Operating Procedures is listed on the New Employee 90-day Checklist that must be completed by the new hire and reviewed by their Supervisor.

BFP Introduction and System of Care Training of New BFP FOA Personnel

Within the first 90 days of hire, all BFP FOA employees are required to attend the BFP Introduction and System of Care Training. This training will also provide overview of the BFP philosophy, mission, and values as well as the following:

- The cultural and socioeconomic characteristics of the service population.
- The agency's relationship and role within the community.
- The organizational structure and lines of authority within BFP.
- Mandated reporting.
- Reportable criminal behavior.
- Duty to warn.
- Policies and procedures on confidentiality.
- Proper documentation techniques and the maintenance and security of case records.
- Legal rights of persons served.
- Sunshine Law overview.
- BFP System of Care overview, to include Wraparound philosophy overview and Family Team Conferencing.
- Fraud, waste, and abuse.
- BFP's Performance and Continuous Quality Improvement system.

BFP new staff receive training and support that increases their capacity to participate in, conduct, and sustain performance and quality improvement activities. New staff are introduced to the PQI framework, how PQI functions at the organization, and forms and measures the organization uses to study and improve operations, service delivery and customer results.

Special attention is given to the Introduction Training as the beginning of a change process. Participants are encouraged to embrace the community-based care model and to consider its implications not only program development, but on everyone's role within the system of care.

All applicable BFP staff participate in ongoing trainings as deemed necessary by the BFP for employees' specific job duties to:

- Promote cooperation among personnel.
- Include an educational and training program that provide opportunities for learning and skill enhancement.
- Encourage creativity and innovation in program development and service delivery. promotes awareness of, and sensitivity to, cultural competency and
- Reward and acknowledge the contributions of personnel.

Each BFP employee also completes 15 hours of ongoing training per year to support their ongoing development as described throughout this plan.

Each BFP employee is required to participate in annual trainings. These trainings include:

- HIPAA Training
- Cultural Diversity Training
- Civil Rights and ADA Training
- Employee Safety
- Standards, Values and Practices (Ethics & Cultural Competence) Training
- Mandatory Reporting/Confidentiality
- Disaster Awareness Training
- Critical Incident Reporting
- Security Awareness Training
- Harassment Prevention Training
- Health and Safety Training/Universal Disease Precaution

- Whistleblower Protection
- Conflict of Interest
- Insurance Coverage and Driving and Related Requirements
- Employee Grievance
- Inspector General
- Serving Customers Who Are Deaf or Hard of Hearing/Auxiliary Aids and Service Plan

PROFESSIONAL DEVELOPMENT AND TRAINING

BFP maintains a commitment to continuous quality improvement. To increase the quality of services provided to the clients in the community, BFP strongly emphasizes employee growth and development. BFP has implemented a training and development strategy that prepares each employee for the next step in their personal development. Individualized professional development, training goals, and opportunities are a part of ongoing supervision between employee and supervisor. Additionally, BFP leadership, as well as leadership within the Provider Network, work with staff to identify development goals and encourage attendance at trainings prior to being selected for movement or advancement within the system. Staff are encouraged to train for the “job you want” in comparison to the current system of training for the “job you have.” BFP and the Provider Network prepare staff for promotional opportunities increasing the pool of qualified staff in the event of an unexpected vacancy and to ensure succession planning. This ensures personnel are appropriately trained to assume their responsibilities while enhancing their knowledge, skills, and abilities.

TRAINING CONTENT

Child Welfare Certification Training Program

The responsibility and provision of all network training by Brevard Family Partnership (BFP) has been in effect since January 1, 2006. BFP is committed to the delivery of a high-quality training program that supports the ongoing development of all child welfare professionals within Brevard County. The BFP Training program provides a variety of training programs essential to the certification process and the development of basic core competencies for child welfare staff.

For those positions requiring child welfare certification, through the Florida Certification Board (FCB), employees are required to have upon employment or to have previously successfully completed a comprehensive Child Welfare Training Program within twelve (12) months of employment start date. New employees will be considered in “Trainee” status until becoming certified under the Child Welfare Certification standards adopted by the Florida Certification Board (FCB). The Trainee will be required to meet the FCB Certification standards within twelve (12) months of employment with the condition that the Child Welfare Training is made available to the Trainee. In the case that the Child Welfare Training is not accessible to accommodate the twelve (12) month time frame for completion, BFP or the case management agency will denote this in the employee’s personnel file.

The academic component of the Child Welfare Certification training will be provided by BFP and case management agencies to include:

- establishment of rapport and responsive behaviors with persons served.
- the needs of clients in crisis including special service needs of victims of violence, abuse, or neglect.
- recognizing and responding to signs of suicide risk.
- basic health and medical needs of the service population.
- procedures for working with foreign language speakers and persons with communication impairments.
- public assistance and government subsidies.

- interventions that address cultural socioeconomic factors in service delivery.
- the role cultural identity plays in motivating human behavior.
- understanding bias or discrimination.
- needs of special populations.
- how to access resources.
- identifying the impact of the socioeconomic environment on clientele.
- empowering clientele to advocate on their own behalf.
- techniques for deescalating conflict.
- management training on aggressive or out-of-control behaviors.

The Child Welfare Certification curriculum is comprehensive and includes all essential elements relevant to the practice of child protection. The curriculum runs concurrently within a twelve (12) month time frame.

Child Welfare Training and Certification requirements are detailed in the BFP “Network Training Plan”.

Continuing Professional Development (In-Service Training)

BFP supports continuing professional development for all personnel.

- BFP provides opportunities for ongoing professional development through workshops, conferences, online training, and in-service training courses offered and approved by BFP staff. These trainings for development assist with direct and non-direct care staff in meeting their minimum annual continuing education hours.
- BFP staff are required to submit quarterly training logs which include agenda’s and certificates of completion to their division’s administrative assistant for submission in their personnel record. Each Supervisor/Manager/Director is responsible for ensuring their staff obtain appropriate training and have the required 15 training hours per the staff’s hire date.
- BFP maintains and tracks documentation for all training delivered by BFP and/or sponsored by BFP to include the following:
 - Maintain and regularly update a training database that ensures an accurate account of trainings provided.
 - Maintain all Training Attendance Sheets with the following documentation:
 - Training date
 - Number of hours
 - Location
 - Trainer(s) names and credentials
 - Location of training
 - Training agenda

In addition to staff required to obtain certification, BFP facilitates all staff’s attendance at training to build the knowledge and skills needed to address cultural differences within the service population. BFP works with the partner agencies and community resources to develop training opportunities for the specific service population within Brevard County

MANAGEMENT INFORMATION SYSTEMS SKILLS

BFP ensures that all staff and subcontracted providers are trained in the State required data systems. The staff training needs are assessed based on the functions of their position and their proficiency in the applications related to their functions.

BFP IT Department provides data management and integration services to manage and maintain State of Florida required systems.

Revenue Maximization have the requisite data system skills. Additionally, Care Managers and Supervisors have the requisite FSFN skills required for their position. Newly hired employees of the Case Management Agencies and Department of Children and Families Child Protective Investigations staff receive FSFN training as part of their initial Child Welfare pre-service training. However, BFP assesses their staff and the staff of its provider network for consistent proficiency in all systems. In instances where there are deficiencies; staff with expertise in these systems provide technical assistance. Training is scheduled for BFP staff as needed.

In addition to training on specific applications, BFP addresses the security and process requirements that every user in our system needs to know to ensure compliance with HIPAA. Each user of the State data systems signs the required Security Agreement Forms, complete Security Awareness Training, HIPAA trainings and adheres to HIPAA standards regarding the requirements of Protected Health Information (PHI).

RISK MANAGEMENT TRAINING

As required by COA, BFP has maintained a commitment to “train program personnel in risk management strategies to protect themselves, persons served, and the organization.” BFP has a detailed Risk Management Plan. All staff are provided and trained in the written policies and procedures regarding laws and organizational responsibilities.

Risk Management training is incorporated into the new employee Orientation Training and BFP Introduction and System of Care Training for BFP staff. This training includes:

- Techniques for deescalating conflict
- Personnel safety measures
- Management of aggressive or out-of-control behavior
- Protocols for notifying family members, legal guardians, or other contacts in case of emergencies.
- Health related topics as outlined in COA standards.

BFP currently provides training to all employees such as Employee Safety and Confidentiality trainings within the All-Staff Meeting forum. BFP also works in collaboration with The Center for Advancement of Child Welfare Practices to offer on-line trainings to meet the requirements of the COA Standards. In addition to these resources, BFP provider, Insperity, offers a wide variety of on-line training options that can be accessed by staff to meet this initial and ongoing training requirement.

BFP has established two levels of review of current risk management issues and concerns; including review of Critical Incident Reporting (OP 1144) and Exit Interviews (OP 1061). Per Critical Incident Reporting criteria established in BFP Operating Procedure 1144; all personnel within and outside BFP are required to notify in written format; *and in some instances verbal notification is required immediately), any critical incidents that pose a threat of harm or injury to children and families served. The Exit Interviews operating procedure also outlines the requirements and process for completing interviews with children placed in licensed out-of-home care. These critical incidents are then tracked and forwarded for review by the Risk Management Committee (Level 1) to identify trends, training

needs, and establish solutions for resolution. The Exit Interviews are collected and tracked and then forwarded for review to the Risk Management Committee as well. The Risk Management Committee meets monthly and/or upon emergency request. Trends, training needs and recommendations are forwarded to be reviewed by the Compliance Committee (Level 2) as issues warrant or at the minimum of quarterly.

The Compliance Committee (Level 2) was established to meet the immediate needs of critical incidents that occur with children and family under the supervision of BFP. The Critical Incidents are detailed within BFP Operating Procedure OP1144. The Compliance Committee was created to review the overall strategic plan the agency will take in response to the critical incident.

SUPERVISION

All supervisory staff within the BFP network assume professional responsibility for the quality of work performed by each staff member within their span of control. BFP implements a system of personnel supervision that is tailored to the system of care and uses individual supervision of each employee.

Supervisory conferences, at every level, occurs on a minimum monthly basis. This supervision with each employee evaluates the following:

- Employee performance based on job descriptions and standards
- Training/Transition plan
- Training needs as determined by the supervisor and employee

During the monthly supervisory conferences, employee current performance is discussed. Supervision sessions utilize a coaching and mentoring approach. This allows the supervisor an opportunity to address strengths and needs on a frequent basis. This frequent feedback will ensure deficiencies are addressed immediately to proactively address challenges.

In addition to consistent evaluation of employee performance, each supervisor discusses the new hire employee's Training/Transition Plan. At the initial supervisory conference, the supervisor explores the goals of the employee and during the employee's first 90-days, the employee and supervisor meet on a regular basis. As an agency, BFP supports the professional development of each employee and ensure each employee has an opportunity to prepare for their next step in development. The employee's supervisor works with the employee to address the components of the new employee Training/Transition Plan and to provide assistance and guidance as necessary to achieve successful completion.

Based on the information discussed during the 90-day reviews and then the subsequent monthly supervisory conferences regarding performance and professional development, the supervisor, collaboratively with the employee, discusses training needs. The training needs address deficiencies in performance or training to support the development of the employee. This information, in conjunction with needs identified through surveys and/or evaluations and the reviews completed as part of the QA/QI plan, trainings are developed and scheduled to support the needs of the system.

Each supervisor is afforded the opportunity to conduct these conferences. These conferences are supported at every level of leadership within BFP beginning at the Executive Leadership level. This process is critical to the health and overall development of the agency.

ADDITIONAL REQUIREMENTS OF SUPERVISORS

Through the consistent implementation of the supervisor conferences, supervisors within the BFP system increase their ability to effectively manage and support personnel. Through this practice and ongoing leadership development, supervisors increase competencies in providing professional leadership, select, and appraise personnel and conduct performance evaluations. To ensure supervisors, can provide this level of leadership, BFP provides frequent and ongoing opportunities for supervisors to increase their knowledge, skills, and abilities.

Reviewed by:



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