

THE  
ACADEMY  
FOR PROFESSIONAL EXCELLENCE

SAN DIEGO STATE UNIVERSITY SCHOOL OF SOCIAL WORK

ADULT SERVICES  
CHILD WELFARE  
EXECUTIVE DEVELOPMENT  
INDIAN CHILD WELFARE  
BEHAVIORAL HEALTH  
ORGANIZATIONAL SUPPORT

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2014 - 2015  
ANNUAL REPORT

INSPIRING INNOVATIVE SOLUTIONS  
IN HEALTH AND HUMAN SERVICES

## 2014-2015 BY THE NUMBERS

10,000

Served

900

Days of Training

50,000

Trainees

700

Days of Coaching

120

eLearning Courses

“The Academy continues to expand its service array to support the evolving needs of our partner agencies.”

### Message from the Directors

The Academy continues to expand its service array to support the evolving needs of our partner agencies. This year we have successfully implemented an evidence-based spaced-learning approach known as the **Spectrum of Learning**.

We have also built and piloted a Simulation Training site in the Inland Empire while assisting with the facilitation of Simulation Training in multiple counties in Southern California.

We continue to explore and evaluate the most appropriate modality for addressing the staff development needs identified by our stakeholders, and as a result, we routinely offer trainings across an array of learning experiences including in-person trainings, online trainings, webinars, coaching sessions, simulation trainings, and mobile applications.

This annual report provides a summary of the innovative work being done by each of our Academy programs. During this past year, the Academy has provided training and organizational support services to over 10,000 health and human services professionals.

We are rounding the corner to our twentieth anniversary and will be inviting you to join us next summer for a celebration of two decades of partnership that has resulted in enhanced services for children, families, older adults, and tribes served by our partner agencies.

We look forward to continuing to work together with you to create and support sustainable positive change within the field of health and human services.

Sincerely,



**Anita Harbert, PhD**  
Executive Director



**Jennifer Tucker-Tatlow, MSW**  
Director





Mobile Apps



Exec Graduates



CCA Cohorts



Research Briefs



Simulation Site

## Key Priorities for the Future

### Simulation

Full scale implementation of Simulation Training for new social workers; pilot with other audiences (e.g. Adult Services) including multi-disciplinary teams.

### Transfer of Learning

Expand the use of spaced-learning and varied training modalities to increase transfer of learning.

### Coaching

Continue to support the implementation of new practices and interventions in our partner agencies by aligning training and coaching services to enhance organizational change efforts.

### Innovative Solutions

Continue to explore innovative training methods, and techniques for providing organizational support.

### Adult Protective Services

Facilitate implementation of adult protective services core curriculum training throughout the nation.

### Evaluation

Expand evaluation of each and every program and training delivered by the Academy to include innovative measures of impact on stakeholders and the field.



# Behavioral Health Education and Training Academy

“This training day was essential to my growth as a mental health professional. Excellent job!”



BHETA (Behavioral Health Education and Training Academy) provides the County of San Diego Behavioral Health System with staff development services that enhance the delivery of culturally responsive, person focused, co-occurring, recovery oriented, and resiliency centered services by providing training, workforce development, technical assistance, and peer facilitated education.

BHETA coordinates classes, conferences, and trainings; provides curriculum and trainer development; develops eLearning courses; offers consultation, research, and staffing needs assessments in the area of mental health and substance abuse.

Additionally BHETA provides peer education groups for people new to recovery. Services are provided to County and contract staff, consumers, peers, and family members.

## Training Delivery

Overall, 59 different classes were offered; 29 of which were new. Classes provided a total of 515 training hours to County of San Diego Behavioral Health System county and contracted staff.



BHETA hosted a conference focused on boys and fathers, *Boys will be...*, that presented material to assist attendees with providing gender responsive treatment when working with boys, young men, and their fathers.

Eight training series were delivered; *CADRE, Introduction to Geriatric Mental Health, Dialectical Behavioral Therapy, Solution Focused Behavioral Treatment, Pathways to Well-Being, Transition to Independence Process, Trauma Focused-Cognitive Behavioral Therapy, and Advanced Geriatric Mental Health Training*. In total, training was delivered to 7,443 trainees.

Cultural Competency Academy (CCA) is beginning its fourth cohort. The current CCA is focused on African American and Native American populations.





R2R Groups



R2R Attendees



Unique Attendees



R2R Graduates

A total of 600 Roadmap-to-Recovery (R2R) education groups for people living with mental illness were held in club houses throughout San Diego county. Of the 3,031 people who attended R2R groups, 1,853 were unique individuals; 94 people graduated from the series.

## Curriculum Development

Twelve eLearnings were created; *Introduction to Attachment Therapy, Body Image, 12-Step Recovery in Behavioral Health, CLAS Standards, Behavioral Health Housing Options, Assessing Suicide Risk for Probation Officers, Domestic Violence, Introduction to African American Culture, and Introduction to Native American Culture.*

Curriculum was developed for a single day *Pathways to Well-Being* training and the training for trainers for that class. The *Training for Facilitators* for R2R was updated.



eLearnings

## Key Priorities for the Future

BHETA will focus on expanding services to individuals in private practice needing continuing education services as well as private and nonprofit organizations seeking recovery education services.



# Leaders in Action

“LIA has consistently provided training that is not only effective, but always on point. LIA stays focused on current trends and needs, tailored to government employees.”



LIA (Leaders in Action) is an executive development program tailored to meet the needs of the Southern Area Consortium of Human Services (SACHS).

LIA incorporates evidence-based professional development techniques in the curricula to prepare tomorrow’s leaders to meet the challenges of the human services field. In the eleven years LIA has been delivered, there have been 298 graduates from the eight SACHS county health and human service agencies.

This cohort of executives/managers now has a cumulative impact on the Southern Region human services agencies. While there have been numerous promotions within this cohort, the best outcome has been each graduate returning to their agency bringing added value to their organization. Currently, two of the eight Directors in SACHS are LIA graduates.

## Training

### Delivery

Delivered 15 days of training, including LIA training for a cohort of 26 participants and an orientation for their supervisors.



Days of Training



Participants

### Development

Continued refinement of executive development training which supports SACHS Counties’ succession plan for developing executive-ready staff. Curriculum enhancements included increasing training hours for three topics (based on trainee feedback) and adding two new trainings (based on SACHS input and class requests).



## Research and Evaluation

Continued to utilize transfer of learning tools for executive development, including a monthly transfer of learning communication with trainee supervisors. Conducted a multi-year evaluation of the LIA program and its impact on counties and participants.

“I learned so many aspects of county government, types of leadership styles and cultures. I feel that my perspective has broadened much like going to grad school.”

## Technical Assistance

## Consultation

Provided five individual executive coaching meetings to each participant to facilitate the 360 Degree Assessment results and Individual Development Plans. Provided consultation to one Southern California county and one Northwestern state on how to develop/implement an executive development program.

## Key Priorities for the Future

- Develop and provide training on work-life balance.
- Expand training on leading a diverse workforce.
- Expand transfer of learning opportunities with participants' supervisors.



# Multi-disciplinary Adult Services Training and Evaluation

“This was hands down the most pertinent training I have attended. More. Please!”



(APS) staff and their partners.

MASTER (Multi-disciplinary Adult Services Training and Evaluation for Results) develops and delivers competency-based multi-disciplinary training to Adult Protective Services

Primarily funded by the California Department of Social Services (CDSS), with additional funding from private foundations and associations (the Archstone Foundation, New York Community Trust, the Huguette Clark Family Fund for Protection of Elders, and the National Adult Protective Services Association's partnership with Wells Fargo), MASTER's overarching goal is the professionalization of APS staff to ensure vulnerable adults and seniors receive high quality, effective interventions.

## Training

### Development and Delivery

- Delivered eight in-person core competency trainings under our CDSS contract to the eight southernmost California counties. Training topics included *Sexual Abuse, Self Neglect, Risk Assessment, and Involuntary Case Planning*.
- Provided a two-day *Forensic Nursing* conference to 20 APS nurses from around the county.
- Piloted a Team-Based Learning (TBL) version of *Voluntary Case Planning*.
- Co-Sponsored with California Advocates for Nursing Home Reform (CANHR), *Collaboration between Adult Protective Services (APS), Legal Services, and Civil Litigators-Time for Transformation*.
- Provided online training on 29 APS topics to nearly 3,000 trainees.
- Converted four in-person classes into eLearnings: *Elder Sexual Abuse, APS Values and Ethics, Collaboration, and Voluntary Case Planning*.
- Developed two eLearnings on financial abuse: *Financial Exploitation: An Introduction* (using a gamification modality) and *Undue Influence Committed by Professionals*.



Core Competency Trainings



Trainees



Online Trainings



## Technical Assistance

### Consultation

- Spearheaded development of a National APS Worker Certification Program based on current APS Core Competences.
- Instrumental in the foundation of the National Coalition of APS Nurses.
- Co-sponsored the national survey of adult protective services nurses.
- Provided Board representation to the National Adult Protective Services Association (NAPSA) and to the National Committee for the Prevention of Elder Abuse (NCPEA); provided updates and technical assistance to the County Welfare Directors Association's Adult Services and Protective Services Operations Committees; and served on the Steering Committee of the California Elder Justice Coalition.
- Presented multiple workshops at the NAPSA Conference, provided a monthly Trainer's Forum call, and organized a monthly APS nurses Forum call.
- In addition, we have been providing individual consultation to a number of states on the development of their state APS training requirements.

### Key Priorities for the Future

We continue to work toward the end goal of providing comprehensive core training for all new APS workers while striving to provide experienced workers with advanced trainings targeted to their changing needs. In the coming fiscal year, we will be expanding our training in the Adult Services arena to include training on Alzheimer's Disease and Related Dementias, and on In-Home Supportive Services.



# Public Child Welfare Training Academy

“Training was excellent! It was very easy to pay attention and retain the information. You can tell the trainer has passion for the field.”



PCWTA (Public Child Welfare Training Academy) is one of five Title IV-E funded regional training academies in the state of California.

Working in partnership with the five counties of the Southern Region (Imperial, Orange, Riverside, San Bernardino, and San Diego), PCWTA provides workforce development including training, coaching, technical assistance and implementation planning expertise to meet the organizational and workforce demands of the region.

Additionally, PCWTA provides workforce development including technical assistance, implementation planning, and advanced training for Los Angeles and Ventura Counties.

## Service Delivery

### Training and Coaching

812 days of training were delivered including: Lineworker Cores, Supervisor Cores, Manager Core, and advanced practice-based topics, for a 15.9% increase over training days delivered in FY13-14. 733 coaching days were delivered in five counties for a 196% increase over coaching days delivered in FY13-14.



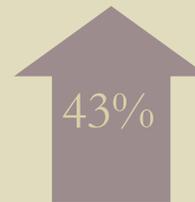
Days of Training



Coaching Days

### Training Participation

There was a 43% increase in the number of participants served from FY13-14 to FY14-15. Over 18,600 participants engaged in one of the following services: eLearning, classroom training, and/or coaching.



Increase in Training Participation



Participants

### eLearning

There were 14 new eLearnings developed. Approximately 3,800 participants engaged in a PCWTA eLearning course.

### Implementation Planning and Technical Assistance

Approximately 400 hours of technical assistance and consultation were provided to support the implementation and/or sustainability of a number of key practices including Safety Organized Practice, Common Core 3.0, Structured Decision Making, Pathways to Well-Being, Extended Foster Care/After 18 and Continuous Quality Improvement. Five ongoing regional Learning Collaboratives were facilitated to support these key focus areas which included in-person convenings, research and literature reviews, provision of subject matter expertise, webinars, evaluation planning, coaching, readiness assessments, and implementation planning to support workforce development.

## Evaluation

Evaluation and transfer of learning are key parts of assuring quality training. The APPLI-33, a research-based tool that assesses a training's potential for transferring learning to practice, was used throughout the year. For Core trainings: the overall APPLI rating was 4.60 on a 5-point scale; the average satisfaction with training content was 4.75; and the overall satisfaction with trainers was 4.79.

For advanced trainings: the APPLI score was 4.26; satisfaction with training content averaged 4.55; and trainer satisfaction averaged 4.71. It is worth noting that even with the sharp increase in the amount of training delivered, satisfaction and APPLI ratings increased over FY14-15.

### Key Priorities for the Future

Priorities for the coming year include Continuous Quality Improvement (CQI) for both service delivery and county improvements; developing more simulations to strengthen participant skills; continued support for CORE 3.0 development and implementation; leveraging new training modalities and curriculum to provide workforce development in the area of cultural responsiveness; supporting counties with implementation of Continuum of Care Reform to better address the needs of children and youth in care; and continued evaluation of Spectrum, Team-Based Learning and spaced-learning designs.

PCWTA is planning to enhance evaluation of the implementation of Safety Organized Practice, simulation activities, and coaching in the region in order to add to the body of research related to these training modalities and practices, as well as, to refine the services we provide to the Southern region.

Finally, PCWTA will be expanding our capacity to provide workforce development and training related to cultural responsiveness with a new integrated training series that includes coaching, eLearning, skills-based training modules, and a practicum to improve the cultural awareness, responsiveness, and skills of the child welfare workforce.



# Southern Area Consortium of Human Services

“Strategies for successful collaborations between systems. Building trust and getting to know each other beyond our roles.”



SACHS (Southern Area Consortium of Human Services) is a partnership between Southern California directors of county human service agencies and schools of social work. SACHS is

funded by the Southern County Human Service Agencies of Imperial, Los Angeles, Orange, Riverside, San Bernardino, Santa Barbara, and Ventura.

SACHS partners also include the School of Social Work directors from San Diego State University and CSU San Bernardino. SACHS provides a forum for directors to address strategic issues facing public human services via strategy discussions, research, policy development, executive development, and succession planning.

## Roundtable Discussion

Issues addressed in round table discussions during this fiscal year included:

- In-Home Supportive Services (IHSS)/Coordinated Care Initiative (CCI): Implementation of IHSS Fair Labor Standards Act (FLSA) including impacts (e.g. staffing and funding) on counties; Update on CCI by SACHS pilot counties; CCI transition from bargaining with Service Employees International Union (SEIU) to the state.
- Health Care Reform: Status updates; preparation for next Covered California open enrollment; Implementation/horizontal integration; Modified Adjusted Gross Income (MAGI) rules.
- Child Welfare Services: Psychotropic Medications and Foster Youth; Katie A.; Approved Relative Caregiver (ARC) Funding Option Program/Resource Family Approval (RFA); Commercial Sexual Exploitation of Children (CSEC); Child Welfare Core Practice Model for California.
- Human Resources Management: Worker recruitment and retention strategies; Realistic Job Previews; self-care/mindfulness; Workers' Compensation/Return to Work strategies.

## Technical Assistance

## Coordination of Research

Shared SACHS research products with California consortia and committees statewide.



## Research and Evaluation

### Consultation

Quarterly consultation for SACHS directors including a Leaders' Circle discussion, reports from the California Department of Social Services and Department of Health Care Services, and literature reviews.

### Research and Literature Reviews

*Leaders in Action (Year 10) Evaluation Report; Psychotropic Medication and Foster Youth; Commercial Sexual Exploitation of Children (CSEC) Update: Current Initiatives/Deliverables; Recruitment and Retention in Health and Human Services (Literature Review); Survey of SACHS Counties regarding Human Resources (HR) Recruitment and Retention Strategies; and Organizational Change Summary: A Process and Tactics.*

### Key Priorities for the Future

Future discussion items will include: Homeless Programs and Services; Continuum of Care Reform; Commercially Sexual Exploitation of Children (CSEC); Mental Health Services; and CalWORKs.

Research efforts will include: Profile of the homeless population for SACHS as a region; Literature review of alternative placement options for high need children and youth; Summary of the research on risk assessment prediction/predictive analytics models being used in human services; Staff safety training (survey SACHS counties and a summary of national research/best practices on the topic); and succession planning efforts being done across the region.

# Tribal STAR Successful Transition for Adult Readiness

“It was a very strong and eye opening training. It brought up lots of awareness and different feelings for me. I learned a lot.”



Tribal STAR (Successful Transition for Adult Readiness) promotes current research and best practices in collaboration and ICWA compliance to social workers, tribal ICWA advocates/social workers, state court judges, and court personnel.

Our goal is to ensure that tribal foster youth are connected to culture, community, and resources through comprehensive, competency-based, interdisciplinary training, and collaborative partnerships.

## Training

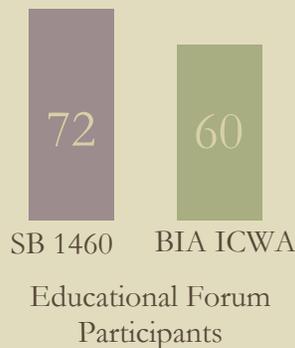
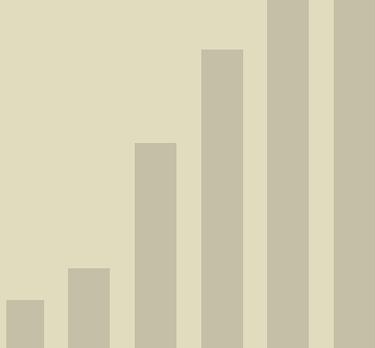
- Fifteen training days served 365 participants.
- Two Educational Forums reached 132 participants:
  - The symposium *SB 1460: Fingerprint Clearance for Tribes, Recruitment and Retention of Foster Families and Elevating Practice* reached 72 participants.
  - *Best Practices for Implementing the new BIA ICWA Guidelines and Improving Court Access for ICWA Compliance* was provided at the Fourth Annual Judges’ Dinner reached 60 participants, including 14 state/tribal court judges.
- ICWA training for Los Angeles County Edelman Children’s Courthouse reached 223 judges and court personnel.



Days of Training



Trained Social Workers



## Technical Assistance

- Relationship building between courts, tribes, and child welfare was achieved by providing a tour of local Indian reservations for San Diego judges; co-facilitating quarterly stakeholder meetings with Los Angeles' Indian community, courts, and child welfare agencies; and co-hosting an annual Judges' Dinner with Casey Family Program.
- Support for state and county policy development to enhance ICWA compliance through quarterly Seventh Generation/Tribal STAR Workgroup meetings, and participation in the State ICWA Workgroup.
- Support statewide capacity building for ICWA training through annual *Training for Trainers* that builds skills in cross-cultural facilitation, mediation, and cultural humility.
- Promote best practice in placement and ICWA compliance through our Annual Celebration.

## Key Priorities for the Future

Tribal STAR will support the roll-out of the new Core 3.0 Curriculum for child welfare workers and continue providing annual *Training for Trainers* to spread facilitation and mediation techniques that result in ICWA compliance and improved collaboration.

We will continue to partner with the National Capacity Building Resource Center for Tribes, Tribal Law and Policy Institute, National Council of Juvenile and Court Judges, and the National Indian Justice Center.





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