

# Academy for Professional Excellence



2016-2017  
ANNUAL REPORT

# MESSAGE FROM THE DIRECTORS



**Anita Harbert, PhD**  
**Executive Director**



**Jennifer Tucker Tatlow, MSW**  
**Director**

**T**he Academy continues to focus on its mission to provide exceptional workforce development and organizational support to the health and human services community. Our goal is to ensure our customers receive services that reflect best practice and support children, families, the community and those who serve them.

With political contention increasing at an alarming rate and resources being diverted from those who need it most, our role and responsibility is even greater. We recognize the critical importance of genuine connections among those serving and being served, between our partners and among our staff.

**THE ACADEMY STRIVES TO CULTIVATE AN ENVIRONMENT - WHETHER IT BE IN OUR OFFICE, IN OUR TRAINING ROOM, OR IN MEETINGS WITH OUR PARTNERS - THAT CREATES SPACE FOR PEOPLE TO BE GENUINE, INQUISITIVE, HUMBLE AND RESPONSIVE AS WE WORK TOGETHER TO ENHANCE SERVICES AND PRACTICE.**

As we continue our work to improve the quality of life for those in our communities, we strive to be innovative, inclusive, and driven by changing community needs.

## TRAINING

**988** DAYS

**23,303** PARTICIPANTS



## COACHING

**1, 144**

DAYS



## ONLINE TRAINING

**27** NEW ELEARNINGS

ACCESS TO **158** COURSES



# MESSAGE FROM THE DIRECTORS

**T**his coming year, we look to be ever more responsive and impactful, and to deepen our conversations, engagement, and ability to support our partners and communities to provide excellent services, thereby enhancing the quality of life in our communities. Thank you for your ongoing partnership and support.

Sincerely,



**Anita Harbert, PhD**  
Executive Director



**Jennifer Tucker-Tatlow, MSW**  
Director

“ AS WE CONTINUE OUR WORK TO IMPROVE THE QUALITY OF LIFE FOR THOSE IN OUR COMMUNITIES, WE STRIVE TO BE INNOVATIVE, INCLUSIVE, AND DRIVEN BY CHANGING COMMUNITY NEEDS. ”



## MOBILE APPS

ACCESS TO  
**15 APPS**



## LEADERSHIP DEVELOPMENT

**348 LIA GRADUATES**  
SINCE 2004



## RESEARCH BRIEFS

**19**  
REPORTS



# KEY ACCOMPLISHMENTS

Over the past year, each of our Academy programs worked to evolve their services to respond to the changing needs of our communities including:

INCORPORATING STRENGTHS-BASED LEADERSHIP PRINCIPLES THROUGHOUT OUR EXECUTIVE DEVELOPMENT PROGRAM FOR ASPIRING HEALTH AND HUMAN SERVICES LEADERS

EXPANDING SIMULATION TRAININGS BEYOND NEW WORKER TRAINING TO INCLUDE SPECIALIZED TOPICS AND NEW AUDIENCES

DELIVERING STATEWIDE TRAINING FOR TRAINERS TO BUILD CAPACITY FOR THE EFFECTIVE DELIVERY OF TRAINING ON THE INDIAN CHILD WELFARE ACT (ICWA) UNDER CORE 3.0

EXTENDING OUR ROADMAP TO RECOVERY (PEER EDUCATION AND EMPOWERMENT PROGRAM) TO INCLUDE PREVIOUSLY UNDERSERVED POPULATIONS

GRADUATING OUR FIRST COHORT OF THE CULTURAL RESPONSIVENESS ACADEMY DESIGNED TO ENHANCE THE CULTURAL RESPONSIVENESS FOR CHILD WELFARE PROFESSIONALS

DEVELOPING A NATIONAL TRAINING CERTIFICATE PROGRAM FOR ADULT PROTECTIVE SERVICES WORKERS

CONDUCTING RESEARCH TO INFORM DECISION MAKING AS OUR COUNTIES WORK TO IMPLEMENT CONTINUUM OF CARE REFORM

PERFORMING AN EVALUATION STUDY TO ASSESS HOW OUR COUNTIES' ORGANIZATIONAL CLIMATES CAN SUPPORT AND REINFORCE LEARNING AND DEVELOPMENT

EXPANDING OUR PARTNERSHIP FOCUSING ON ALZHEIMER'S DISEASE AND RELATED DEMENTIAS (ADRD) TO INCLUDE LAW ENFORCEMENT

PARTICIPATING IN THE CLINTON HEALTH MATTERS INITIATIVE WHICH IS WORKING WITH SAN DIEGO COUNTY TO ADDRESS DISPROPORTIONALITY IN THE CHILD WELFARE AND JUVENILE JUSTICE SYSTEMS





## WHAT OUR TRAINEES ARE SAYING...

“

THE CLASSROOM PRACTICE ACTIVITIES ARE WHERE I HAVE LEARNED THE MOST. THEY HAVE HELPED ME THINK ABOUT SPECIFIC BEHAVIORAL CHANGES I CAN MAKE.

COACHING CALLS WERE GREAT AND GAVE ME REAL LIFE ADVICE THAT I IMPLEMENTED.

I HAVE NOTICED I AM MORE CONSCIOUS AND AWARE THAT MY PERCEPTION AND EXPERIENCE COULD BE COMPLETELY DIFFERENT FROM SOMEONE ELSE'S.

THE MOST SUCCESSFUL PART IS HAVING DIFFERENT LEVELS OF THE AGENCY PARTICIPATE.

THE MOST POSITIVE IMPACT THE CRA HAS HAD ON THE PARTICIPANTS IS THAT IT HAS OPENED UP NEW CONVERSATIONS AND A NEW HONESTY ABOUT THE WAYS OUR BIASES IMPACT OUR WORKFORCE AND THE FAMILIES WE SERVE.

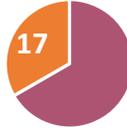
AMAZING OPPORTUNITY TO BE TRAINED BY (COUNTY) DIRECTORS AND OTHER LEADERS.

”

## TRAINING STATISTICS



**8,225** TRAINEES  
**103** AGENCIES



**52** TOTAL CLASSES OFFERED  
**17** NEW



**491** HOURS  
TOTAL TRAINING



**HONORING THE JOURNEY: PARTNERING WITH REFUGEE FAMILIES**  
BHETA's conference was designed to help participants recognize the resilience of refugees, the impact of trauma, the effects and challenges of forced migration, and identify culturally responsive interventions, tools and available resources for refugee families.

## TRAINING DELIVERY

Nine training series were delivered:

- ♦ *CADRE*
- ♦ *Introduction to Geriatric Mental Health*
- ♦ *Pathways to Well-Being*
- ♦ *Transition to Independence Process*
- ♦ *Advanced Geriatric Mental Health*
- ♦ *Trauma Focused-Cognitive Behavioral Therapy*
- ♦ *0-5 Behavioral Health Assessment*
- ♦ *Dialectical Behavioral Therapy*
- ♦ *Solution Focused Behavioral Treatment*

A total of **470** Roadmap to Recovery (R2R) education classes for people living with mental illness were held in club houses throughout San Diego County. Of the **1,954** participants attending R2R classes, **963** were unique individuals and **56** people graduated having attended all **13** topical classes.

## CURRICULUM DEVELOPMENT

### eLearning

- ♦ *Cultural and Linguistically Appropriate Services Standards*

### Webinars



- ♦ *Opioid Epidemic*
- ♦ *Medication Assisted Treatment Overview*
- ♦ *American Society of Addiction Medicine Level of Substance Use Treatment Assessment Overview Part 2*

### Roadmap to Recovery (R2R)

The **R2R curriculum** was revised and expanded.

**T**his coming year, BHETA will use neuroscience research to improve the learning experience of trainees, increase access to trainer development opportunities, and develop peer trainers for all skill-based instructor-led training.

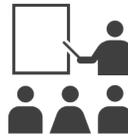
## KEY PRIORITIES FOR THE FUTURE



## TRAINING STATISTICS

12

IN-PERSON CORE  
COMPETENCY TRAININGS



331  
TRAINEES



ELEARNING  
COMPLETIONS



### NAPSA TRAINING CERTIFICATE PROGRAM

MASTER worked with the National Adult Protective Services Association (NAPSA) to develop a national training certificate program for APS workers. The certificate program incorporates and builds on the APS curriculum developed by MASTER and is now the standard for APS workers.

## TRAINING DEVELOPMENT AND DELIVERY

### Training Topics

Delivered 12 in-person core competency trainings to 331 trainees to the six southernmost California counties: Imperial, Los Angeles, Orange, Riverside, San Bernardino, and San Diego.

These included:

- ♦ *The Initial Investigation: Taking the First Steps*
  - ♦ *Collaboration in APS Work*
  - ♦ *Risk Assessment*
  - ♦ *APS Case Documentation and Report Writing*
  - ♦ *Estate Planning, Capacity and Financial Abuse Issues in APS.*



### In-person Training Converted to eLearning

- ♦ *Risk Assessment in APS*
- ♦ *Assessing APS Clients' Decision-Making Capacity*

### Core Competencies eLearning

eLearnings continued to be available on APS Core Competencies to APS workers throughout California and the nation.

## TECHNICAL ASSISTANCE

### Consultation

Provided representation to the National Adult Protective Services Association (NAPSA) and provided updates and technical assistance to the County Welfare Directors Association's Adult Services and Protective Services Operations Committees.

MASTER provides consultation to APS programs throughout the state and nation on the development of their APS training requirements.

**K**ey priorities for the coming year include: continuing to collaborate with CDSS and partner counties towards providing comprehensive standardized core competency training for all new APS workers in California; providing experienced workers with advanced trainings targeted to their changing needs; collaborating with CDSS and our Regional Training Academy partners to develop a model for enhancing transfer of learning; and implementing the new national NAPSA certificate program in the six southernmost California counties.

## TRAINING STATISTICS



GRADUATES  
SINCE 2004



DAYS  
OF TRAINING



24  
PARTICIPANTS

WHAT OUR  
TRAINEES  
ARE SAYING...



“ ALL OF THE TRAINING TOPICS WERE WELL  
THOUGHT OUT AND VERY HELPFUL IN  
MAKING US INTO WELL-ROUNDED LEADERS. ”



## TRAINING DEVELOPMENT

**Curriculum included:**

- *Social and Emotional Intelligence*
- *Four Lenses Assessment* (based on Myers Briggs' Personality Type Indicator and Keirsey Temperament Sorter)
- *Strengths-Based Leadership Assessment* were added
- Individual Development Plans streamlined: completed online

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## EXECUTIVE COACHING SESSIONS

**Executive coaching sessions facilitated:**

- *360 Assessment*
- *Four Lenses*
- *Strengths-Based Leadership Assessment Results*
- *Individual Development Plans*

## RESEARCH AND EVALUATION

**Transfer of Learning tools for executive development:**

- Monthly transfer of learning communication with trainees' supervisors
- Online evaluation process

**P**riorities for the coming year include additional networking opportunities for participants and in-house support for the 360 Assessment process.

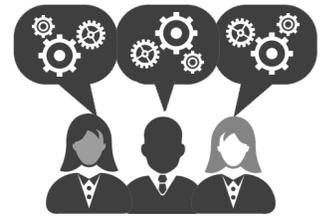
## KEY PRIORITIES FOR THE FUTURE



## STRATEGIC PLANNING

### ISSUES ADDRESSED IN SACHS DIRECTORS ROUNDTABLE DISCUSSIONS

- ♦ LEADERSHIP QUALITIES
- ♦ INNOVATIONS IN TECHNOLOGY
- ♦ POVERTY REDUCTION STRATEGIES
- ♦ CALFRESH EMPLOYMENT AND TRAINING PROGRAM
- ♦ CALWORKS REDUCTION (CASELOAD AND FUNDING)
- ♦ CONTINUUM OF CARE REFORM (CCR)/CHILD WELFARE
- ♦ IN-HOME SUPPORTIVE SERVICES (IHSS) COORDINATED CARE INITIATIVE



## RESEARCH PRODUCTS

### Research Summary

- ♦ *Leadership Qualities*

### SACHS Counties Survey Results

- ♦ *Recent Innovative Technology Practices*
- ♦ *Mobile Applications*
- ♦ *Strategies for Reducing Poverty*

### SACHS Review of the Research

- ♦ *Innovative Approaches for Reducing Poverty*
- ♦ *Leaders in Action (Year 12) Evaluation Report*



## CAPACITY BUILDING

Quarterly consultation for SACHS Directors included a **Leaders' Circle** discussion, **reports** from the California Department of Social Services and Department of Health Care Services, and as requested, **summaries** of SACHS counties and national research/ promising practices.



As applicable, identified SACHS county representatives (e.g., fiscal, program, or legislative staff) and external subject matter experts also attended meetings to present or discuss hot topics/mutual issues among the SACHS counties.



**T**his coming year, discussion and research priorities include: Continuum of Care Reform (CCR), including identified barriers and potential solutions; Homelessness; In-Home Supportive Services (IHSS); Program Impacts to CalWORKs, CalFresh, and Medicaid due to declining caseloads/ resources; Child Welfare-including prevention, visitation, 2011 realignment funding, and innovative technologies (e.g., predictive analytics and data-sharing).

## TRAINING STATISTICS



PARTICIPANTS IN CORE AND ADVANCED SKILLS



869 DAYS OF IN-PERSON TRAINING



1,126 DAYS OF COACHING  
3,527 PARTICIPANTS



### INNOVATIONS IN WORKFORCE DEVELOPMENT

This year we deepened and enhanced our use of simulations, began developing microlearnings, supported the design and implementation of the California Core Practice Model, enhanced our coaching program, and continued implementation of the Cultural Responsiveness Academy and Common Core 3.0.

#### SIMULATION TRAINING

We built capacity in our region to support simulations by providing: Training for simulation facilitators and parent, youth and family partners who support this modality; Facilitating a *Southern Region Simulation Convening* with child welfare, adult protective services and simulation experts to engage in planning for expanded simulation offerings; revising simulation curriculum and simulation trainer/facilitator tools. Having seen the effectiveness of this modality, we are now offering advanced simulations for the existing workforce, supervisors and leaders.

#### COMMON CORE 3.0

PCWTA began full implementation of the Common Core revision which supports standardized training across the state. Despite extensive changes to the model, our region experienced few barriers due to the extent of our collaboration with our counties and our preparation as a region.

#### CULTURAL RESPONSIVENESS ACADEMY

We graduated the first cohort of our Cultural Responsiveness Academy for child welfare support staff, social workers, supervisors, managers and policy analysts to great acclaim. Integrating input from key stakeholders, CRA offers a year-long learning experience that focuses on improving cultural responsiveness via skills-based classroom training, coaching, a practicum project, and presentation to leadership on specific changes made as a result of participation in CRA.

#### MICROLEARNING

PCWTA collaborated with the Academy's Learning Experience Design team to produce a microlearning on the goal and components of Continuum of Care Reform (CCR). One of the first microlearnings for child welfare in the state, this modality supports continuous learning over time resulting in behavior and practice change.

**P**riorities for the coming year include: enhanced trainer development opportunities (such as certificate programs for simulation facilitation); and developing advanced simulations to support leadership development and meet cross-disciplinary needs.

#### KEY PRIORITIES FOR THE FUTURE



## TRAINING STATISTICS



8 DAYS OF SIMULATION TRAINING  
213 NEW SOCIAL WORKERS



15 NEW ELEARNINGS  
INCLUDING MICROLEARNING



700 HOURS OF TECHNICAL  
ASSISTANCE AND CONSULTATION

## TECHNICAL ASSISTANCE AND CONSULTATION

Provided over 700 hours of technical assistance and consultation on topics such as implementation planning, managing organizational change, and connecting statewide initiatives and practices to support broader workforce development. PCWTA consultants are skilled in child welfare practice, strengths-based leadership strategies, organizational change, implementation science, adult learning theory, and facilitation skills.

## SAFETY ORGANIZED PRACTICE



We continued to refine and upgrade our SOP curriculum and collaborated with the Children's Research Center and Casey Family Programs to develop advanced training curriculum on the use of SOP with families who have experienced domestic violence. PCWTA has supported implementation of SOP in 6 counties through technical assistance, implementation planning, leadership development, coaching and classroom training. We conduct ongoing CQI of SOP implementation in the Southern Region including evaluation and development of SOP trainers and curricula.

## CALIFORNIA CORE PRACTICE MODEL



PCWTA supported the design and implementation of the California Core Practice Model (CPM) through collaboration with partners across the state. Our staff provided leadership, technical assistance, consultation, content development and facilitation for the Quality Outcomes and System Improvement Development Circle as well as a series of Directors Institutes aimed at equipping our state's Child Welfare Directors with the skills and knowledge necessary to attend to the leadership drivers of CPM implementation.

Other priorities for the coming year include: expanding use of microlearnings in conjunction with other training modalities; offering CRA to additional counties; exploring the feasibility of using virtual reality to support simulations; and continuing to cultivate our internal Continuous Quality Improvement mechanisms to evaluate and enhance the services we provide.



**2,600** TRAINED ON ALZHEIMER'S DISEASE AND OTHER RELATED DEMENTIAS (ADRD).



TRAINED **400** PRIMARY CARE PROVIDERS ON ADRD



REACHED **8,000** PUBLIC AUTHORITY PROVIDERS WITH RESOURCE INFORMATION



**448** TELEVISION COMMERCIALS



## STUDENT TRAINING AND STIPEND PROGRAM

In order to reach the next generation of care providers, training stipends were offered: 13 UCSD medical students, fellows, and residents received stipends to attend conferences on geriatrics; two SDSU Adult/Gerontological Nurse Practitioners were awarded training stipends; and 10 SDSU School of Social Work students received training stipends.

### COMMUNITY TRAINING AND OUTREACH

- Online modules developed as training resources are now available for all primary care providers with Continuing Medical Education (CMEs). An additional 600 toolkits were created for future trainings.



- A Caregiver Conference was offered in Spanish
- Media coverage of a public education campaign to increase awareness of Alzheimer's was published in the San Diego Union Tribune newspaper and aired on KPBS and Cox TV.

### MORE ABOUT STUDENT STIPEND PROGRAM

- Additional clinical training environments have been identified to provide experiences in integrated geriatrics for social work students.
- Provided 10 topics in UCSD's Geriatric Grand Rounds with 50 participants attending.

### ADRD APP



Partnered with Alzheimer's San Diego to create an app for law enforcement providing easy access to ADRD warning signs, resources, and easy access to the *Take Me Home Registry*.

**P**riorities for the coming year include: seeking out additional ways to assist San Diego County's Alzheimer's Project; expanding training to residential and adult day care workers; building relationships and conducting a needs assessment in Imperial County to facilitate expansion of Geriatric Education Center services to the entire southern region of California.

### KEY PRIORITIES FOR THE FUTURE





**281 TOTAL PARTICIPANTS**  
**4 EDUCATIONAL FORUMS**



**28 PARTICIPANTS**  
**3-DAY TRAINING FOR TRAINERS**



**593 TOTAL PARTICIPANTS**  
**30 PARTICIPANTS PER TRAINING**  
**20 ICWA TRAININGS**



## TRIBAL STAR 14TH ANNUAL CELEBRATION

*Honoring Champions and Celebrating Successful Outcomes for Tribal Youth and Families* was featured at our 14th Annual Celebration in collaboration with the Sycuan Band of the Kumeyaay Nation.

### EDUCATIONAL FORUMS

- *Judicial Commitment for ICWA Implementation* at the Tribal STAR and Casey Family Programs Sixth Annual Judges' Dinner.
- Promoted state-county-tribal collaboration by co-presenting at the National ICWA Conference in April and the State ICWA Summit in June on development of the San Diego ICWA protocols and the 7th Generation Workgroup to reduce disproportionality.
- Training for Trainers was held for the roll-out of *ICWA: Working with Native American Families and Tribes*, a new full-day Core training for all new hire social workers in California, in collaboration with the Bay Area Academy, the Judicial Council of California, and Casey Family Programs.

### TECHNICAL ASSISTANCE HIGHLIGHTS

- Provided Trainer Tips to support roll-out of the new Core 3.0 ICWA training. Monthly trainer tips provided support for ICWA trainers across California through the Tribal STAR Newsletter. As a result the newsletter is updated monthly.
- Promoted best practice and awareness of and access to resources through the monthly newsletter and in coordination with our social media campaign that includes twitter and can be viewed through #TribalSTARNews.
- Promoted trauma-informed practice and issued the press release: *The Impact of the Standing Rock Situation on Native Families and ICWA*.

**T**his coming year, the focus will be: the Tribal STAR training model and the implementation of the Core 3.0; providing resources for ICWA Specialists (state/county and tribal) to support ICWA and Native engagement champions; highlighting ICWA as the gold standard for child welfare as it provides best practice in family reunification and placement; and ensuring that seasoned state/county social workers receive ICWA training.

# ACADEMY PROGRAMS



BHETA (Behavioral Health Education and Training Academy) provides the County of San Diego Behavioral Health System with staff development services that increase competency in health integration, culture, co-occurring disorders, and the provision of resilience, family-focused, trauma informed, and recovery-based services. BHETA coordinates classes, conferences, and trainings; provides curriculum and trainer development; develops eLearning courses; and offers consultation, research, and staffing needs assessments in the area of mental health and substance use. Additionally, BHETA provides peer education groups for people new to recovery. Services are provided to county and contract staff, peers, family members, and people using County Behavioral Health services.



MASTER (Multi-disciplinary Adult Services Training & Evaluation for Results) develops and delivers competency-based multi-disciplinary training to Adult Protective Services (APS) staff and their partners. Primarily funded by the California Department of Social Services (CDSS), MASTER's overarching goal is the professionalization of APS staff to ensure vulnerable adults and older adults receive high quality, effective interventions.



LIA (Leaders in Action) is an executive development program tailored to meet the needs of the Southern Area Consortium of Human Services (SACHS) counties. LIA incorporates evidence-based professional development techniques in its training to prepare tomorrow's leaders to meet the unique challenges of the health and human services field. With the SACHS Directors playing an active role in the classroom, LIA participants are provided with concrete examples of how various leadership theories and principles play out in the day-to-day operations of a health and human services agency. Individual coaching is provided to each participant to help address his or her goals for growth and translate research and theory into practice.

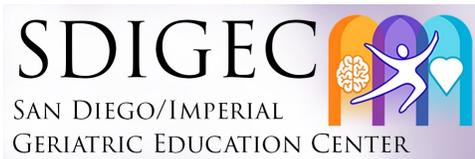


SACHS (Southern Area Consortium of Human Services) is a partnership between the Southern California directors of county human service agencies and schools of social work. SACHS provides a forum for directors to address strategic issues facing public health and human services via strategy discussions, research, policy development, executive development, and succession planning.

# ACADEMY PROGRAMS



PCWTA (the 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 curriculum development, in-person training, eLearning, coaching, simulation training, leadership development, implementation planning, and technical assistance to support workforce development and best practice in Southern California's child welfare agencies. Additionally, PCWTA provides advanced in-person training, coaching, simulation training, leadership development, and technical assistance to Los Angeles and Ventura counties.



SDIGEC (San Diego/ Imperial Geriatric Education Center) has completed its second of three years as part of the Geriatrics Workforce Enhancement Program. This \$35.7 million effort by the U.S. Department of Health and Human Services (DHHS) aims to improve the quality of healthcare for older Americans by developing the healthcare workforce serving older adults. SDIGEC builds on The Alzheimer's Project, a regional initiative of the County of San Diego, that through the leadership of Chairwoman Dianne Jacob (now County Supervisor) and the County Board of Supervisors, brought together community partners to develop plans to address the growing health concern of Alzheimer's disease.



Tribal STAR (Successful Transition for Adult Readiness) provides training and technical assistance to improve Indian Child Welfare Act (ICWA) implementation, and support collaborations that improve outcomes for Native American children and families in child welfare. Our training targets social workers in five counties in Southern California: Imperial, Orange, Riverside, San Bernardino, and San Diego. Our technical assistance serves the entire state of California. Our mission is to ensure that tribal foster youth are connected to culture, community, and resources through comprehensive, competency-based, interdisciplinary training.

## **Academy for Professional Excellence**

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