

7. Targeted Plans within the 2020- 2024 CFSP

Training Plan 2020-2024

Nebraska Department of Health and Human Services Division of Children and Family Services

Introduction to the Training Plan

The Division of Children and Family Services (DCFS) Protection and Safety operates a Training and Professional Development Unit that supports that goals and objectives in the Children and Family Services Plan (CFSP). Training supports the effort to keep children safe and healthy, and to have strong permanent connections to their families. DCFS Protection and Safety Training includes:

- Initial In-Service (New Worker Training)
- Ongoing In-Service training
- Supervisor Training

Protection and Safety training is led by DCFS and works in collaboration with University of Nebraska Lincoln-Center for Children Families and the Law (UNL-CCFL). DCFS also obtains feedback and recommendations from other stakeholders to ensure a coordinated effort to analyze training needs, communicate training strategies and evaluate training effectiveness.

New Worker Training curriculum is designed for staff who provide case management for children and families. The initial training is designed, developed, delivered and evaluated by the DCFS, in partnership with UNL-CCFL. Information and curriculum is shared with contracted organization (previously PromiseShip and moving forward St Francis), to ensure that all staff that take on case management duties have similar training as required by Neb Rev. Stat § 68-1214.

Ongoing In-Services Training is provided in partnership with UNL-CCFL and other agencies who have expertise in training or entities with professional expertise in topics related to child welfare. All DCFS staff are required to complete 24 hours of in-service training each year. Training opportunities are made available in many areas with a variety of topics to support the outcome of having a well-qualified and trained workforce.

Supervisor Training specific to child protective services is an area of need for DCFS. DCFS will continue to partner with UNL-CCFL to ensure that a comprehensive supervisor training is developed that specifically addresses the Protection and Safety field.

For quality and consistency, DCFS Protection and Safety training is continually evaluated and enhanced based upon changes to policy and procedure; new legislation; stakeholder recommendations; feedback from trainees and the field; and based upon research and best practice.

New Worker Training

DCFS continues to use the Child Protection and Safety New Worker Training Model that was redesigned in May 2017 known as: The Online Classroom (The OC). Modifications are continuously made to the model based upon changes to policy and procedure, new legislation, stakeholder recommendations, feedback from trainees and the field, and based upon research and best practice.

New Worker Training is a fourteen week training model that combines instructor-led training that focuses on application through role play and simulation with distance learning and field training. Training is offered in an alternating pattern of multiple weeks of local office learning interspersed with single weeks of

classroom application training. This model limits classroom training to four non-consecutive weeks within the fourteen week training. During the local office learning weeks, trainees acquire new knowledge and skills by completing self-paced online learning activities, participating in webinars, completing field tasks outlined in the SALT binder and by participating in field shadowing or observation opportunities. Classroom weeks are face-to-face instructor led-training in Lincoln, Nebraska that focus on application, role play, and simulated experience that give trainees an opportunity to apply what is learned in the previous local office learning weeks. DCFS Training Plan *Attachment A, Child Protection and Safety Training Outline*, outlines the units trainees currently complete for New Worker Training.

DCFS Training Plan *Attachment A: New Worker Training* outlines a brief, one-paragraph syllabus of the training activity; the allowable title IV-E administrative functions the training activity addresses; the setting/venue for the training activity; the duration category of the training activity; the provider of the training activity; approximate number of days/hours of the training activity; the audience to receive the training; and the cost allocation methodology applied to training costs for each training unit. The methodology for the cost per training course is:

- Hourly training rate = total training costs / total number of hours trained
- DCFS cost per course = hourly training rate * number of training hours in a course

Training Aids and Resources

The following training aids and resources are provided to all CFSS Trainees during New Worker Training. Materials are continually updated to best support training. Unless noted otherwise, materials are both distributed as a hard-copy as well as electronically. Trainees can locate electronic materials on the University of Nebraska Lincoln-Center on Children, Families and the Law (CCFL) OC Resource Library as well as within any corresponding online course unit.

Introduction to Training Aids

- Service Area Learning Team (SALT): Training Management Manual
- Training Overview (online only)
- Training Outline

Desk Aids

- Case Management Desk Aid
- N-FOCUS Desk Aid (online only)
- Adoption and Guardianship Forms and Guidelines (online only)
- Transitioning Youth to Independent Living Desk Aid (online only)
- Transitioning into Adulthood – My Records (Resource for Youth) (online only)
- Safe Kids Nebraska: Children and Family Services Transportation Training Manual (hard copy only)

Job Aids

- DCFS Timeframes for CFS Case Management
- Mandatory Consultation Points
- Nebraska Revised Statutes – Selected Provisions Pertaining to Child Welfare, Juvenile Justice, and Vulnerable Adults
- Alternative Response: NDHHS Program Manual
- Nebraska Indian Child Welfare Act: A Case Management Guide
- Indian Child Welfare Act: NDHHS Desk Aid
- Education Guide for NDHHS Children and Family Services (online only)
- Worker Safety Tips (online only)
- Working with Families Experiencing Domestic Violence: A Job Aid for Working with Children and Families
- Working with Missing and Trafficked Youth Job Aid

- Substance Use: A Job Aid for Working with Children and Families
- Interviewing Basics Job Aid
- Checklist Before Child Interviewing
- Child Interviewing Job Aid
- Be Effective in Juvenile Court: Guide to Practice and Process
- What Now?: A Guide for Kids in Nebraska's Juvenile Court System
- Development, Behavior, and High-Risk Situations: A Job Aid for Working with Children and Families (online)
- Medicaid and the Behavioral Health System Job Aid
- Disability Services Guide (online only)
- Non-Treatment Services Job Aid
- Treatment Services Job Aid
- Managing Psychotropic Medication Guide: Job Aid for Working with Caregivers, Youth, and Providers

Auxiliary Training Aids (purchased from or provided by outside resources)

- Development Wheel (hard copy only)
- Behavior Has Meaning: Three steps for understanding and responding to challenging behavior (English and Spanish) (hard copy only)
- Understanding Children Sexual Behaviors (hard copy only)
- Denver II Development Chart (hard copy only)
- Reports of Child Abuse or Neglect: A Handbook for Parents (hard copy only)
- It's Time to Change How We View a Child's Growth—Learn the Signs—Act Early (hard copy only)

Supports

DCFS provides a well-rounded training experience through the development of a Service Area Learning Team (SALT). The SALT consists of the new trainee, trainee's supervisor, a Field Training Specialist (FTS) and in some areas an experienced CFS staff. UNL-CCFL employs nine FTSs that are stationed in each of the five Service Areas of Nebraska. The FTS is the primary outreach to the local DCFS offices to support on the job training experiences for new CFS staff. FTSs serve as a support during the first year of employment to CFS and have core responsibilities in the areas of training/teaching/guiding, orienting, modeling, supporting, coordinating, evaluating, facilitating, and documenting/reporting.

Tribal Collaboration

Tribal trainees are invited and recommended to come to New Worker Training however due to workload constraints completion of training by Tribal staff is rare. UNL-CCFL continues to provide one staff member to support field activities to Tribal Trainees and experienced Tribal staff in their local offices. Additionally, DCFS holds monthly Tribal Operations and CQI meetings, in which the Tribes are able to voice any concerns or training needs to the DCFS Program Specialist. A major support the Tribes requested was continued coordination between UNL-CCFL staff, Quality Assurance (QA) staff, and the Tribes to address missing data within the N-FOCUS data management system.

IV-E MSW and BSW Title IV-E Education Stipends

DCFS currently awards MSW and BSW Title IV-E Education Stipends to students participating in an accredited Social Work Program. DCFS believes this is a good opportunity to attract future employees that have a passion for Social Work. This population of students already has a foundation of the principles of Social Work through their education and values that parallel to the current Mission statement of DCFS. DCFS intends to pursue a closer relationship with the BSW Social Work programs in Nebraska to incorporate New Worker Training into the curriculum taught by the programs.

Practicums

DCFS continues to provide practicums to those wishing to pursue a career in Social Work. These practicums allow students to have experience within the child welfare system and can be a source of candidates for potential new CFS trainees. Currently DCFS primarily provides practicums on an unpaid basis. Connections to the practicum are rooted in the students' desire to work with DCFS or through connections DCFS staff have with local colleges. As a result, the practicum program is very informal in recruitment of students. However this is one area that DCFS would like to expand on in the years to come. Recently, DCFS was able to devise a way to provide a paid practicum to two students within a semester of graduation. These students can act as pioneers for future practicum recipients.

Ongoing In-Service Training

CFS staff are required to obtain twenty-four hours of ongoing professional development training in a calendar year. Training can be provided by various community agencies, departments within DHHS, or UNL-CCFL. UNL-CCFL is required by contract to provide a minimum of 300 hours of ongoing in-service training for CFS staff. Trainings have been developed based on recommendations from stakeholders, feedback from the field and initiatives under the directive of the CFS Deputy Administrator. DCFS Training Plan *Attachment C: Ongoing Training* outlines a brief, one-paragraph syllabus of the training activity to be provided by UNL-CCFL; the allowable title IV-E administrative functions the training activity addresses; the setting/venue for the training activity; the duration category of the training activity; and the audience to receive the training.

Starting in late 2018, additional self-paced online trainings were made available to all CFS staff through The UNL-CCFL OC. UNL-CCFL continually makes additions to the options of online trainings that are available. These trainings encompass a variety of topics and include:

- Disability Services
- Domestic Violence: The Crime of Domestic Violence Training Video
- Foundations of Medicaid and Behavioral Health
- Frontline: Trafficked in America
- ICWA N-FOCUS Documentation
- Introduction to Autism Spectrum Disorder & Services for Nebraska Children
- Labor Trafficking Basics
- Making Decisions About Daily Care and Sensitive Issues
- Pediatric Feeding Difficulties
- Sex Trafficking: Nebraska Youth
- The Role of Occupational Therapy in Pediatrics
- Time Management
- Understanding the Importance of Sleep
- Working with Schools and Special Education

DCFS has begun initial stages in implementation of Safety Organized Practice (SOP). Early Adopters began training in January 2019 and training will continue through the remainder of the year. DCFS continues to utilize partners in San Diego for ongoing coaching and assistance through the implementation. SOP will be integrated into new worker training to ensure that all CFS staff are trained. DCFS and UNL-CCFL will partner to ensure that ongoing Module training will be available to all experienced and new staff.

Supervisor Training

DCFS and the DHHS Learning and Development Unit modified the prior supervisory training to be used by supervisors in all departments within DHHS, therefore training is no longer specialized for CFS Supervisors. Specialized CFS Supervisor training continues to be a need and has been prioritized for the

2019 training plan. UNL-CCFL has provided proposed outline for new supervisor training and curriculum development is in progress. Additionally DCFS is in communication with Burdick Consulting to provide Advanced SDM Training to Supervisors in the fall of 2019.

Evaluation of Training

For quality and consistency, training is continually evaluated. Data is used to develop strategies and improve transfer of learning to ensure a well-trained and qualified workforce. Below are examples of the evaluations completed.

- **Unit Evaluations**

To provide feedback about individual New Worker and In-service Training units, trainees provide ratings to indicate their level of agreement with statements regarding the trainer and training. Although specific questions vary by training method (e.g., instructor led, self-study), generally the questions target trainer behavior (e.g., clarity, preparedness, respectfulness), training content and delivery, perceived utility, and motivation to transfer. Trainees may also provide written comments about these or any other aspects of training on which they choose to comment.

- **Post-Training Evaluations for New Worker Training**

To provide broader feedback about field training or training in general, trainees complete an end-of-training survey, and supervisors complete a quarterly training survey.

- **Trainee Knowledge and Skills Assessments**

A variety of knowledge and skills assessments have been implemented in each training model. Informal knowledge and skill evaluation occurs routinely in all training units. All self-paced training units include one or more learning checks or scored activities. Some face-to-face units include scored knowledge or skills assessments. All assessment information is stored in the online classroom, which can be accessed by trainers, Field Training Specialists, and supervisors.

- **Competency Development Tool**

The Competency Development Tool (CDT) is a performance evaluation and probationary planning instrument that assesses if a CFS trainee demonstrates minimum competency to perform CFS duties. Successful passage of the CDT must be accomplished prior to CFS trainee advancing to a CFS Specialist. Without successful passage of the CDT a CFS trainee cannot perform case management duties on their own.

- **Monitoring Attitude and Behavior**

UNL-CCFL developed a communication process between training personnel and DCFS for participants who engage in disruptive or disrespectful behavior, or exhibit exceptional abilities, during training. The process employed is that the trainer shares the concern(s) or the accolade(s) with the trainee's Field Training Specialist as soon as possible by phone or email, as well as completes an Attitude and Behavior feedback form which is sent to the Field Training Specialist and DCFS. Additional measures have been taken such as monthly services area calls to ensure direct communication between training and the field.

- **Bi-Directional Communication**

Stakeholders such as the Office of Inspector General (OIG), Foster Care Review Office, Commission for the Protection of Children, and Citizen Review Panels recommend various trainings in effort to improve case management services provided to children and families. These recommendations are reviewed and often incorporated into New Worker Training and In-Services training for experienced CFS staff. UNL-CCFL additionally participates on several committees or teams throughout the state.

UNL-CCFL works alongside DCFS on several internal work groups but also in external groups and committees.

PromiseShip New Worker Training

All Family Permanency Specialists and Supervisors (FPS and FPSS) are provided the same training curriculum as DHHS as defined in Neb Rev. Stat § 68-1214 for the initial, New Worker Training. From May-December 2018, this training was provided through two phases: Phase 1 totaled eight weeks of field and classroom training and Phase 2 totaled at least three weeks of field work, mentoring and training. In January 2019, PromiseShip launched a new format for New Worker Training. The New Worker training is provided through three consecutive phases, Phase 1, Phase 2, and Transition. Phase 1 provides 8.5 weeks of training, Phase 2 requires a minimum of four weeks, and Transition time is unique to each individual and their needs. Prior to moving to Transition, new workers receive a minimum of 12.5 weeks of training.

- Phase 1 is broken into classroom and field weeks. During classroom weeks, new workers participate in multiple forms of adult learning methods to include role plays, teach backs, experiential learning, games and information sharing. During field weeks, trainees complete multiple tasks of assignments and learning experiences with support from their mentor and supervisors to enhance classroom learning from the week prior. The training includes specific tasks to be completed by the trainee, supervisor and mentor to support the new worker in achieving a strong understanding of what it takes to be a successful FPS (*see Attachment D: PromiseShip NWT Matrix*). The field weeks allow for the trainee to learn how to balance the multiple priorities and responsibilities in real time and implement time management practices. For IV-E funding information, please refer to *Attachment E: PromiseShip New Worker Training*. New workers are also required to complete multiple competency assessments throughout the initial training, which act as touch points to see that learning is being absorbed (*see Attachment F: PromiseShip NWT Competency Assessments*).
- Phase 2 begins once trainees have completed mandatory training and field time identified in the Field Training Manual. Phase 2 allows trainees to begin working with up to four families (or master case numbers) in tandem and fully supervised with experienced FPS staff. During this phase, trainees complete a minimum of four field observations, which are used to assess strengths and needs for engagement. Trainees continue to complete competencies, Field Training Manual requirements, and weekly supervision with their supervisor for both the families they work with and their professional development. Prior to Transition, the trainee supervisor and training supervisor review the Competency Development Tool (CDT) to assess if the trainee is ready to transition.
- The final phase is Transition and cannot occur until the trainee has completed all required classroom and online training. The CDT must be completed and reviewed in depth with the trainee, their supervisor, and the training supervisor. If competency has not been met, a plan of action is developed to address the competency needs including dates to review progress. Once the transition has been approved, trainees move to the full FPS role.

PromiseShip Ongoing Trainings

PromiseShip is committed to ongoing training and ensures a diverse internal training calendar is available to all staff. Some ongoing or annual training sessions are mandatory; either for all staff or by department, including for our Family Permanency department. PromiseShip's ongoing training is provided with the intent to enhance professional development, increase knowledge, and adhere to state policies and laws, federal laws, and our contract with DHHS (*See Attachment G: PromiseShip Ongoing Training*).

PromiseShip Supervisor Training

In December 2018, PromiseShip's Training Department hired a Director of Training and Development. Supervisor training is currently expanding and growing but currently, the following methods are employed to ensure new supervisors and existing supervisors continue to grow:

1. Initial training for FPS Supervisors comes from their assigned Director and is guided by the PromiseShip New Supervisor training plan. This training plan directs that new supervisors will meet with all PromiseShip Departments to include Utilization Management (UM), Accounting, Human Resourced (HR), Training, Program Audit, etc. These coaching sessions are an opportunity to discuss responsibilities for the new supervisor as it applies to all departments at PromiseShip. The assigned Director also reviews other tasks the new supervisor will need to complete such as data tracking, narrative reviews, and other case management duties and pairs the new supervisor with an experienced supervisor to help mentor them.
2. Ongoing training is currently lead by the Permanency Director Team. The Family Permanency Directors are completing Supervisor Development Training with each of our front line supervisors (FPS, Kinship, Prevention, IL, PSW). Supervisor training is modeled and guided by the Child Abuse and Neglect Manual Series from the US Department of Health and Human Services Administration for Child and Families Administration on Children, Youth and Families Children's Bureau. This is a 26-week model that is done with 8-10 supervisors at a time. Cohorts are created with supervisors from different teams that can help support and mentor their fellow supervisors. The classroom portion happens every other week with the off weeks being the time that Supervisors implement the learning objectives and reporting back to the group the next classroom date.
3. Additional leadership development opportunities that affects the entire agency leadership comes in 2 forms.
 - a. All Supervisor meetings-these occur monthly and address new processes throughout the organization, have speakers come in to train in different areas of community resources, ideas of how to continue to improve and meet measures as well as how do we continue to support our teams to get the best possible results for children and families. The topics vary from month to month to include reauthorization for services, clinical services and how best to match need with what is out there, mandatory consultation points, timely reunification, CFSR information, supervisory skills that are working and how to support each other, as well as many more. Present at these meetings are all of those staff that are at the supervisor level for front line work, managers of front line workers, and Directors of front line staff.
 - b. Leadership Council-these meetings occur monthly and consist of ALL leadership levels in the agency to include Executive Team, front line supervisors, managers, directors and non-front line supervisors, managers, directors. At these meetings, barriers and strategies are discussed and allows a forum for all levels of leadership to engage in professional and personal growth by being a part of identifying and problem solving agency barriers, receiving training on recent trends that effect case management success, and participating in creating and executing strategic goals for the agency as a whole

PromiseShip's commitment to developing our employees includes supervisory training and development. Our goals for 2019 include additional training for our supervisors to include supervising with a trauma lens, coaching and delegating, recognition and difficult conversations, and stages of team development.

St. Francis Training

On July 3, 2019 DHHS entered into a contract with St Francis to take over ongoing case management duties for the Eastern Services Area which includes Douglas and Sarpy counties. DHHS is currently working with St. Francis on a readiness review which includes their Training Plan for employees. DHHS will share information and curriculum with St Francis to ensure that all staff that take on case management duties have similar training as required by Neb Rev. Stat § 68-1214. St Francis will officially take over case management in the Douglas and Sarpy Counties effective January 1, 2020.

2020-2024 Training Plan Attachments

1. **Attachment A: DCFS Training Plan Update Child Protection and Safety New Worker Training Outline:** Outline of the training units completed in each block of New Worker Training.
2. **Attachment B: DCFS Training Plan Update New Worker Training:** Title IV-E Allowable Training Functions document for New Worker
3. **Attachment C: DCFS Training Plan Ongoing Training:** Title IV-E Allowable Training Functions document for Ongoing Training.
4. **Attachment D: PromiseShip NWT Matrix:** Outline of the training units completed in each phase of New Worker Training
5. **Attachment E: PromiseShip New Worker Training:** Title IV-E Allowable Training Functions document for New Worker Training.
6. **Attachment G: PromiseShip NWT Competency Assessments:** Outlines competency requirements throughout NWT
7. **Attachment G: PromiseShip Ongoing Training:** Title IV-E Allowable Training Functions document for Ongoing Training

Foster Parent Training

CFS is committed to the training of foster and adoptive parents that reflect racial, cultural, and ethnic background of the children who are in the care and custody of the department. CFS has been utilizing TIPS-MAPP for the Pre-Service Training of foster parents since 2014. Nebraska will continue to utilize the TIP-MAPP and Deciding Together for Foster Parent Pre-Service training which encompasses face to face and small group training. CFS plans to utilize online training modules for the Pre-Service Training of foster parents by the fall of 2019 as an additional modality option. CFS has recognized some barriers for individuals to become licensed foster parents such as some individuals having to travel several hours to attend a training. This change will provide easier access to training for family and kinship providers as CFS continues to work to limit the trauma youth experience when children are removed from their caregiver. All licensed foster families, are required to receive ongoing trainings annually. The ongoing training these foster families receive, may be a combination of face to face trainings as well as trainings which are online.