

# ACADEMY FOR PROFESSIONAL EXCELLENCE ANNUAL REPORT

FY 2015-16



1996



20 YEARS  
OF EXCELLENCE



2016

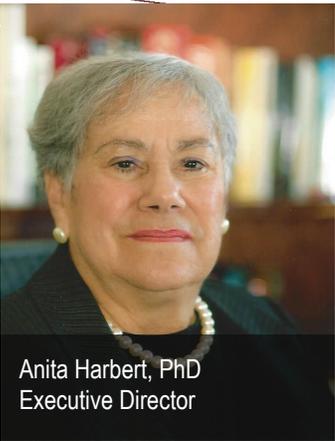


INSPIRING INNOVATIVE SOLUTIONS IN HEALTH AND HUMAN SERVICES

# 20 years of Excellence



## Message from the Directors



Anita Harbert, PhD  
Executive Director

The Academy for Professional Excellence is celebrating its 20th Anniversary this year. Therefore, I'd like to take this moment to reflect upon our successes and to thank you for your ongoing collaboration and partnership. I have accompanied the Academy on its journey of growth and evolution for the past 16 years. During this time, I have been fortunate to witness first-hand how our partnerships have deepened as we have worked intently to align our goals and efforts. Our partnerships exist across the Southern California region, across the state, and throughout the nation. We realize that we cannot do this work alone, and that collaboration is essential for our success.

Over the past two decades, the Academy has evolved from the Public Child Welfare Training Academy that provided exclusively Child Welfare training to the Academy for Professional Excellence that provides workforce development and organizational support services in the areas of Child Welfare, Behavioral Health, Adult Services, Executive Development, Indian Child Welfare, and Cultural Responsiveness.

While classroom training is still our primary mode of training, we have expanded our service array to include coaching, eLearnings, simulation training, mobile applications, research, and evaluation. We now provide broader organizational support in the form of strategic planning and practice implementation consultation services as we recognize that training alone will not be successful in improving practice. As stated in a recent (2016) *Harvard Business Review* article about why leadership trainings often fail, "Organizations need 'fertile soil' in place before the 'seeds' of training interventions can grow."

I would also like to recognize and honor our Academy team as they are truly the most innovative, driven, committed, caring, loyal, and productive group of individuals I have ever met. They inspire me on a daily basis as they continually strive to upgrade our programs and services in ways that help achieve our vision of improving the quality of lives of those in the community. I am honored to have the opportunity to work with this amazing staff on a daily basis.

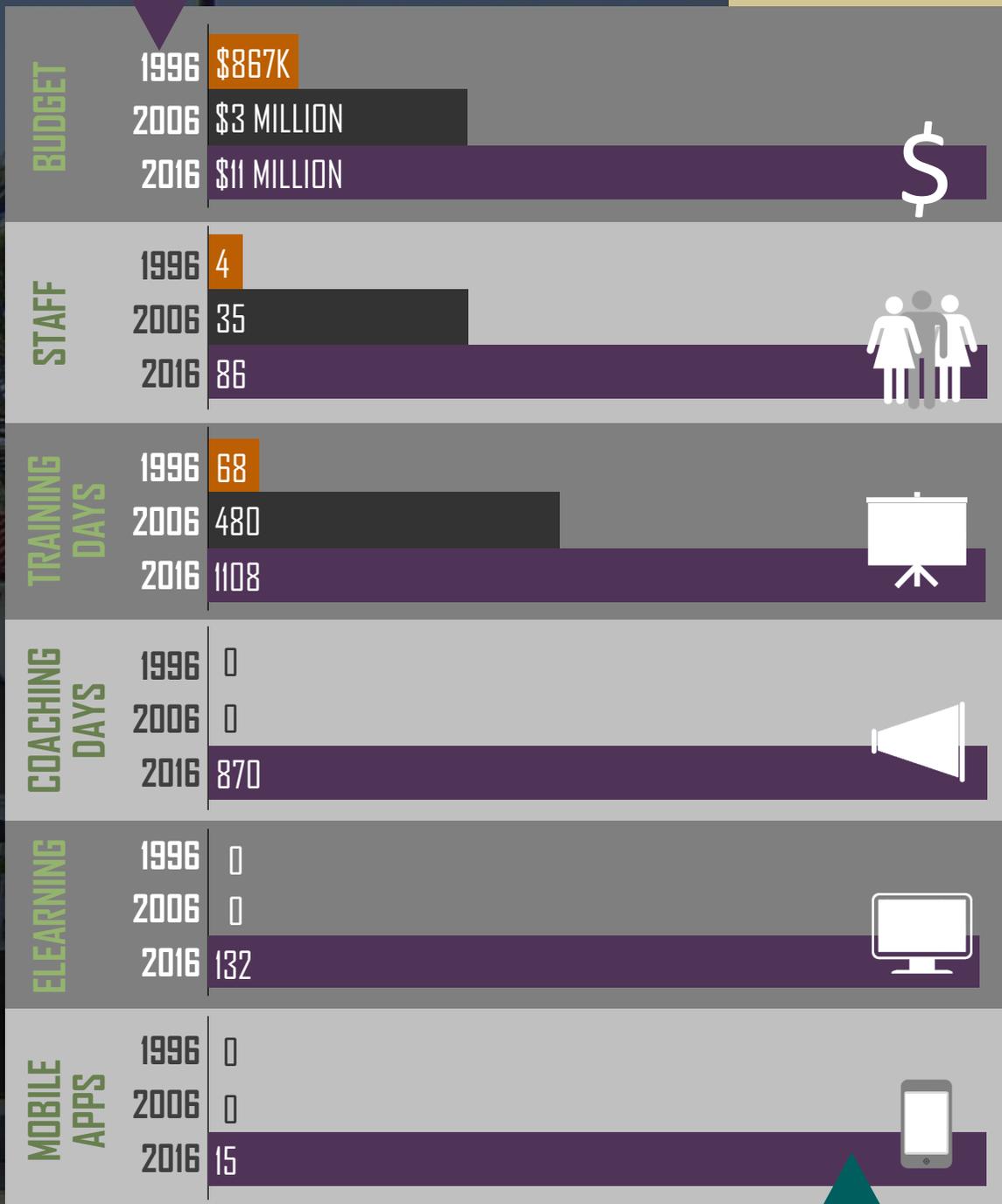
As I speculate about what the next decade will bring, I can assure you that we will remain committed to providing innovative and effective strategies for developing health and human services professionals. Our future success is directly related to active and reciprocating partnerships built on trust and a shared commitment to improve the lives of everyone in our community. Once again, thank you for your partnership and support.

Sincerely,

Anita Harbert, PhD  
Executive Director

Jennifer Tucker-Tatlow, MSW  
Director

# THEN



# NOW

“ Working toward the future by providing **exceptional** workforce development and organizational support to the health and human services community. ”

1,108

DAYS OF TRAINING

20,000

PARTICIPANTS

870

DAYS OF COACHING

132

ONLINE COURSES

## LIA TRAINING

Leadership development training/coaching for aspiring health and human services executives with 325 graduates to date.

325  
GRADUATES



NEW  
TRAINING

## CULTURAL RESPONSIVENESS ACADEMY

Cultural Responsiveness Academy established to enhance child welfare practices.

## SDIGEC

The San Diego/Imperial Geriatric Education Center established to train the geriatric workforce of tomorrow (students, caregivers, and medical and social service professionals) with an initial focus on Alzheimer's and related dementias.

NEW  
PROGRAM



CORE 3.0  
STATEWIDE CURRICULUM

## CORE 3.0

Played a leading role in the development of a new standardized statewide curriculum for child welfare workers (Common Core 3.0) that incorporates a multi-modal/spaced learning approach modeled after the Academy's Spectrum of Learning.

## RESEARCH BRIEFS

A total of 26 research briefs written to inform best practices in health and human services administration and training.

26  
RESEARCH BRIEFS



SIM SITE  
SIMULATION SITE

## SIM SITE

Simulation Site training expanded to support acquisition of skills among new child welfare workers.

# Academy Timeline

## 1996

### 1996

The Public Child Welfare Training Academy was created under the leadership of Dr. Anita Harbert, Director of SDSU School of Social Work, and began with Imperial, Orange, Riverside, San Bernardino, and San Diego counties.



PCWTA

### 2001

Southern Area Consortium of Human Services (SACHS) was established as a forum for county directors to explore and exchange ideas and information on issues facing public human services and to develop strategies for addressing these issues.



SACHS  
Southern Area Consortium  
of Human Services

### 2003

Tribal STAR (Successful Transitions for Adult Readiness) was established to improve outcomes for American Indian/Alaska Native children.



Tribal STAR

### 2004

Leaders in Action (LIA) was established as an executive leadership development program for SACHS Counties.



SACHS  
Southern Area Consortium  
of Human Services  
LEADERS IN ACTION



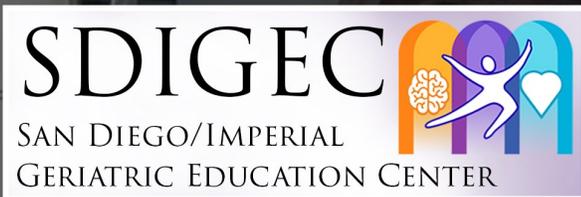
**2006**

Multi-disciplinary Adult Services Training and Evaluation for Results (MASTER) was established to provide competency-based multidisciplinary training to adult services workers and their partners.



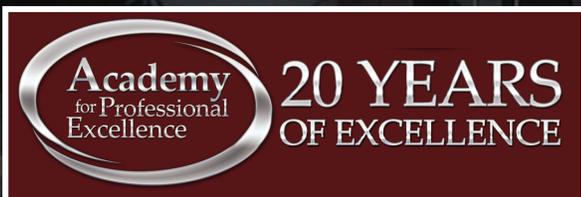
**2007**

Behavioral Health Education and Training Academy (BHETA) was established to provide the County of San Diego Behavioral Health with staff development services.



**2015**

San Diego/Imperial Geriatric Education Center (SDIGEC) was established to help develop the next generation of geriatric health workers in San Diego and Imperial Counties.



**2016**

The Academy celebrates its 20th Anniversary.

**2016**



# BHETA

## Behavioral Health Education and Training Academy

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 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, 50 different classes were offered, 17 of them were new. BHETA provided a total of 475 training hours to the County of San Diego Behavioral Health System, including county and contracted staff. BHETA hosted a conference focused on sexuality in children and adolescents, *Let's Talk About Sex*, that helped participants gain comfort and develop the trust, rapport, and skills to discuss sex and sexuality with children and adolescents. Eight training series were delivered; *CADRE*, *Introduction to Geriatric Mental Health*, *Dialectical Behavior Therapy*, *Solution Focused Brief Therapy*, *Pathways to Well-Being*, *Transition to Independence Process*, *Interpreter Training*, and *Trauma Focused-Cognitive Behavioral Therapy*. In total, training was delivered to 8,389 trainees. A total of 446 Roadmap to Recovery (R2R) education groups for people living with mental health challenges were held in clubhouses throughout San Diego County. Of the 1,929 participants who attended R2R groups, 1,334 were unique individuals; 27 people graduated having completed all 13 R2R class sessions. The Cultural Competency Academy (CCA) has completed its fourth cohort. The fourth cohort focused on African American and Native American populations.

### Curriculum Development

Created six eLearnings: *Introduction to Filial Therapy*, *Comprehensive Continuous Integrated System of Care: An Introduction (rev.)*, *Pathways to Well-Being*, *Children Youth Families Overview (rev.) DSM5-ICD 10*, *Transition to Independence Process Overview*, and *American Society of Addiction Medicine Assessments: An Introduction*. Curriculum was developed for Child Family Team Facilitation training. The training curriculum for facilitators of the R2R Program was updated.

### Key Priorities for the Future

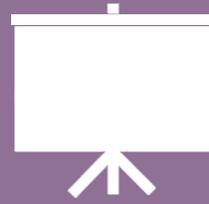
BHETA priorities in the coming year are two-fold: to expand Roadmap for Recovery's education services both with San Diego County Behavioral Health Services and in the for-profit healthcare arena, and to diversify BHETA's funding.

50

training sessions

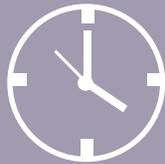
17

new



475

training hours



8,389

trainees



1,929

attendees of R2R groups

27

R2R graduates



6 new

eLearnings developed





# LIA

## Leaders in Action

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.

### Delivery and Development

Since LIA began in 2004, there have been 325 graduates from the seven SACHS counties. This cohort of executives/managers has had a cumulative impact on the Southern Region human services agencies. Not only have LIA participants benefited from and sustained cross-county networks, they share a common leadership philosophy and skill set, which helps cultivate positive organizational cultures in their respective agencies.

#### Training

##### Delivery

Delivered 14 days of training to a cohort of 27 participants and an orientation for their supervisors.

##### Development

Ongoing refinement of executive development training which supports SACHS Counties' succession plan for developing executive-ready staff. Curriculum enhancements included increasing the time spent on *Leading a Racially-Diverse Workforce* (in response to trainee feedback).

##### Research and Evaluation

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

#### Executive Coaching

Provided four individual executive coaching sessions to each participant to facilitate the *360 Assessment* results and *Individual Development Plans*.

#### Key Priorities for the Future

Priorities for the coming year include assessments and trainings on: Strengths-Based Leadership; 4 Lenses (based on Myers-Briggs Type Indicator and Keirseley Temperament Sorter); and Social and Emotional Intelligence. LIA will also be working to create and cultivate an online learning community.

# 325 graduates

from 7 SACHS counties



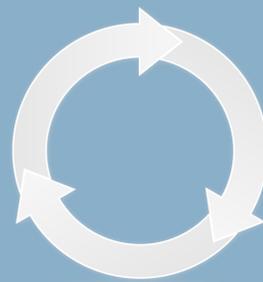
# 14 days

of training and a cohort of 27 participants



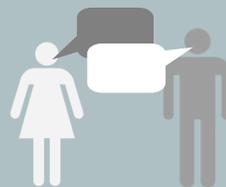
# 360°

assessments and individual development plans



# 4 individual

executive coaching sessions per participant



# MASTER

## Multi-disciplinary Adult Services Training and Evaluation for Results

MASTER (Multi-disciplinary Adult Services Training and 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.

### Training Delivery and Development

- Delivered 10 in-person core competency trainings under our CDSS contract to the six southernmost California counties: Imperial, Los Angeles, Orange, Riverside, San Bernardino, and San Diego. Training topics included: *APS Case Documentation, Financial Exploitation, Caregiver or Perpetrator Neglect, Working with Self-Neglecting Clients* and *Assessing Client Capacity*.
- Developed an instructor-led curriculum on the topic of *Mental Health and APS*.
- Provided online training on 29 APS topics to nearly 2,000 trainees throughout Southern California.
- Converted one in-person class into an eLearning: *Caregiver or Perpetrator Neglect*.
- Continued to make eLearnings available on APS Core Competencies to APS workers throughout California and the nation.

### Technical Assistance and 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.
- In addition, MASTER provides consultation to APS programs throughout the state and nation on the development of their APS training requirements.

### Key Priorities for the Future

MASTER continues to work towards providing comprehensive standardized core competency training for all new APS workers while striving to provide experienced workers with advanced trainings targeted to their changing needs. MASTER continues to actively participate in the development of a statewide APS training program in collaboration with CDSS and other stakeholders.

# 10 days

of in-person training delivered



# 300 participants

trained in-person



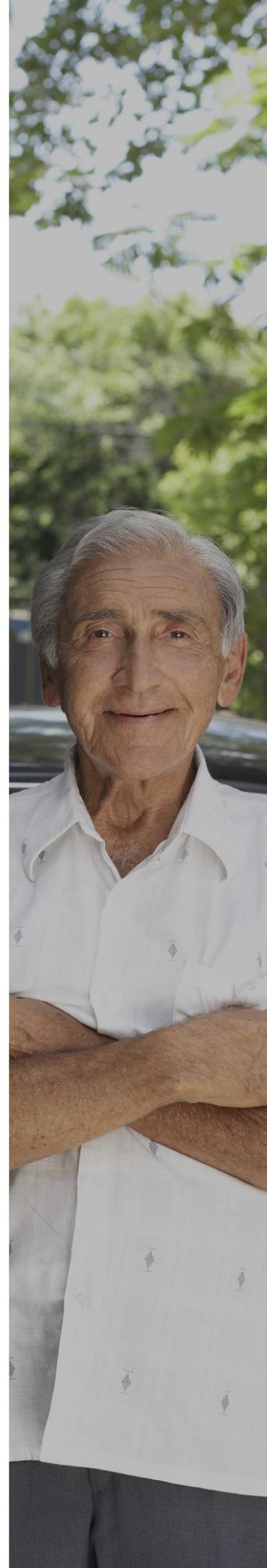
# 29 topics

provided via online training



# Nearly 2,000

online trainees throughout Southern California





# PCWTA

## Public Child Welfare Training Academy

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 curriculum development, in-person training, eLearning, coaching, simulation training, implementation planning, and technical assistance to support workforce development. Additionally, PCWTA provides advanced training, coaching, and technical assistance to Los Angeles and Ventura counties.

### **Innovations in Workforce Development**

PCWTA regularly seeks out the newest innovations in workforce development in order to enhance our capacity to support best practice in Southern California's child welfare agencies. This year we focused on three primary innovations: the development of a simulation site, the design and implementation of the Cultural Responsiveness Academy (CRA), and collaborating with statewide partners on the creation of Common Core 3.0.

#### **Simulation Site**

Extensive research and planning was done in preparation for the design, construction, and use of a simulation site. The fully furnished apartment is used to support Riverside and San Bernardino counties. Skilled simulation facilitators provide coaching to learners as they practice child welfare skills in a safe environment in order to build confidence and competence.

#### **Cultural Responsiveness Academy**

The CRA is a year-long learning experience focused on improving the cultural responsiveness of child welfare staff in San Diego County. CRA incorporates input from community partners and key stakeholders in the development, design and delivery of trainings. It includes six monthly trainings on a specific culture for three tracks of learners: support staff, supervisors and social workers, and managers. It includes coaching, a practicum project, and a presentation to leadership about changes brought about through the practicum projects.

#### **Common Core 3.0**

PCWTA, along with our partner program Tribal STAR, has been integrally involved in the creation, vetting and piloting of the Statewide Common Core 3.0. This has included creating curricula for ten eLearnings and six training days, assisting with the development and piloting of field activities, convening county partners to plan for successful implementation, troubleshooting technical and procedural challenges, and recruiting and training subject matter experts to deliver Core 3.0.

# Innovations

in workforce development for FY 15-16



# Sim Site

Simulation site



# CRA

Cultural Responsiveness Academy



# Core 3.0

Common Core 3.0 statewide curriculum



A photograph of a woman with curly hair and a young girl blowing bubbles outdoors. The woman is wearing a bright green shirt and the girl is wearing a brown shirt. They are both smiling and looking towards the right. The background is a soft-focus green field with many bubbles floating in the air.

# PCWTA

## Public Child Welfare Training Academy

### Technical Assistance and Consultation

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

### Service Delivery

- Delivered 808 days of training to 19,245 participants including: Lineworker Core, Supervisor Core, Manager Core, and advanced skill-based topics.
- Delivered 850 days of coaching to 3,975 participants.
- Developed 10 new eLearnings this year.

### Key Priorities for the Future

PCWTA will continue to support the implementation of Common Core 3.0. We will be expanding the use of our simulation site by exploring simulations designed for a multi-disciplinary audience, developing certification programs for simulation curriculum development and simulation facilitation, and enhancing the role that parent, youth and family partners play in simulations. We will be developing and implementing training for trainers designed to support parent, youth and family partners. We will be enhancing our evaluation of coaching, Safety-Organized Practice, simulations, and the Cultural Responsiveness Academy.

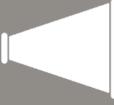
808 

days of training

19,245

participants

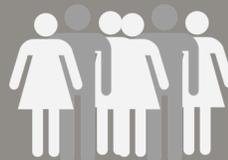


850 

days of coaching

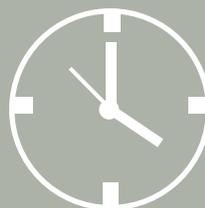
3,975

participants



700 hours

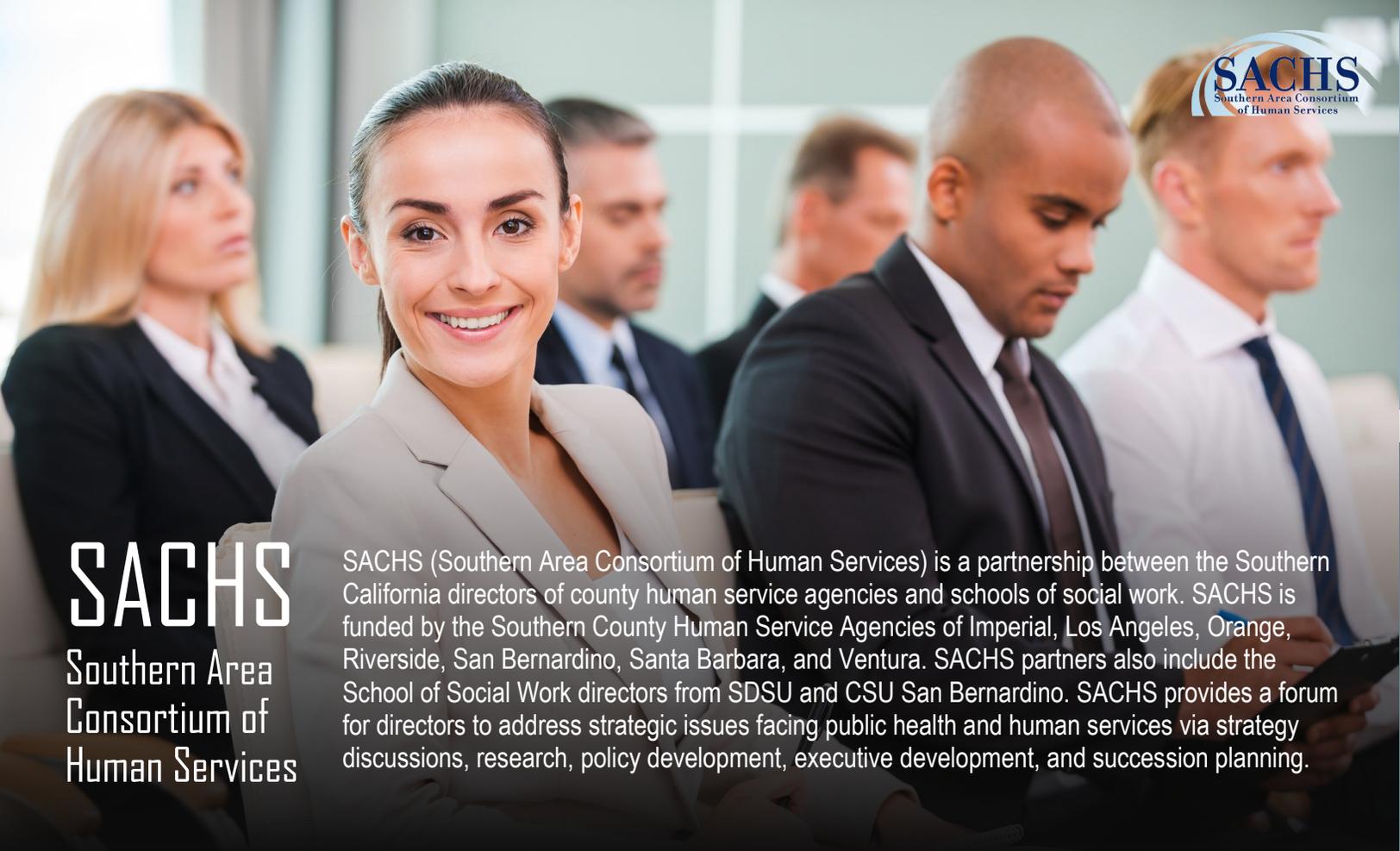
of technical assistance and consultation



10 new

eLearnings developed





# SACHS

Southern Area  
Consortium of  
Human Services

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 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 SDSU and CSU San Bernardino. 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.

## Main Discussion Topics

Issues addressed in SACHS Directors roundtable discussions during this fiscal year included:

- Homeless Programs and Services
- Predictive Risk Modeling in Human Services
- Continuum of Care Reform (CCR)
- Alternatives to Congregate Care
- Commercially Sexually Exploited Children (CSEC)
- Behavioral Health Services
- Worker Safety
- CalWORKs

## Consultation/Research

**Consultation:** 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 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.

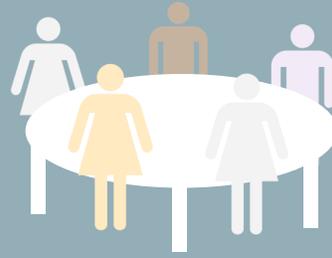
**Research Products:** *Leaders in Action (Year 11) Evaluation Report; SACHS Homeless Population: Descriptive Data Report; Literature Review-Predictive Analytics in Human Services; Literature Review-Alternatives to Congregate Care; Survey of SACHS counties: Worker Safety; Literature Review: Worker Safety; Survey of SACHS counties: Succession Planning; and Literature Review: Succession Planning-Supporting New Managers.*

## Key Priorities for the Future

In the coming year, main discussion and/or research topics will include: Leadership traits for effective managers; Innovations in technology; CalFresh Employment and Training Program; CalWORKs reductions (caseload and funding); Medi-Cal; Poverty reduction strategies; 2011 Realignment funding; and Continuum of Care Reform (CCR)/Child Welfare.

# Roundtable

discussions included the issues of:



## Homeless

Programs and Services

## Worker Safety

## Predictive

Risk Modeling in Human Services

## CCR

Continuum of Care Reform

## CaIWORKs

## Alternatives

to Congregate Care

## Behavioral Health Services

## CSEC

Commercially Sexually Exploited Children





# SDIGEC

San Diego/Imperial  
Geriatric Education  
Center

SDIGEC (San Diego/Imperial Geriatric Education Center) has completed its first of three years as part of the Geriatrics Workforce Enhancement Program, a \$35.7 million effort by the U.S. Department of Health and Human Services (DHHS), that 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.

## Community Training Development and Delivery

- Trained over 6,500 caregivers on topics that address the needs of older adults with Alzheimer's disease and other related dementias (ADRD).
- Trained over 200 primary care providers on assessment and resources for those with ADRD.
- Provided a Caregiver Conference offered in Spanish.
- Created a training insert that now reaches over 500 Public Authority training participants each month, providing them with resource information for assisting someone with Alzheimer's.
- A public education campaign was developed to increase awareness of Alzheimer's featuring personal stories including that of Tony Hawk, whose mother is affected by Alzheimer's. The campaign included 8 ads in the San Diego Union Tribune newspaper and 153 TV spots on Alzheimer's awareness.

## Student Training and Stipend Program

- In order to reach the next generation of care providers, training stipends are being offered: 15 UCSD medical students, fellows, and residents received stipends for conferences to engage them in geriatrics, two SDSU Adult/Gerontological Nurse Practitioners have been awarded training stipends, and 10 SDSU School of Social Work students have been identified to receive stipend awards.
- Additional clinical training environments have been identified to provide experiences in integrated geriatrics for social work students.
- UCSD Division of Geriatrics developed a Geriatrics Grand Rounds to improve knowledge, competence, and goal performance for physicians and health care providers. Over 50 providers have participated.

## Key Priorities for the Future

In addition to maintaining its current efforts, SDIGEC plans to expand its training to reach law enforcement by collaborating and offering a mobile app for law enforcement with: warning signs, resources, and easy access to the *Take Me Home Registry*. SDIGEC will also offer training on memory care to residential care workers and county staff providing direct services to older adults. SDIGEC will focus on relationship building in Imperial County for future expansion of services.

6,500 caregivers  
trained on ADRD



200 primary care providers  
trained on resources for those with ADRD



500 Public Authority  
training participants received resource  
information on ADRD



153 TV spots  
in public education campaign





# Tribal STAR

## Successful Transition for Adult Readiness

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.

### Training Highlights

- Delivered 15 training days, served 453 participants (average of 30 participants per training).
- Three Educational Forums reached 188 participants:
  - *Best Practices with ICWA: Innovative Solutions to Bridge Justice* (at the Beyond the Bench conference)
  - *The Historical Context of ICWA* (Fort Mojave Cultural Awareness Conference)
  - *Update of Current Challenges Toward ICWA and Best Practices* (5th Annual Judges' Dinner)
- Three-day Training for Trainers spreading the Tribal STAR training model and training techniques reached 25 participants.

### Technical Assistance Highlights

- Increased collaboration and engagement between courts, tribes, and child welfare through Tribal Tour of local reservations for State court judges.
- Supported county and statewide policy development:
  - Through quarterly Seventh Generation/Tribal STAR Workgroup meetings, completed the San Diego County ICWA Protocol.
  - Co-hosted the San Diego County Self-Assessment (CSA) process with Southern Indian Health Council to facilitate Native community participation.
- Promoted best practices and access to resources through our bi-monthly newsletter and through our 12th Annual Celebration.
- Enhanced statewide collaboration by participating in State ICWA Workgroup, CDOG (Curriculum Development Oversight Group), and STEC (Statewide Training and Education Committee), supported the State ICWA conference planning and implementation, and along with the PCWTA program helped create, vet and pilot the Statewide Common Core 3.0 for new child welfare staff including development of a new full-day classroom ICWA training as part of Core 3.0.

### Key Priorities for the Future

2016 will focus on spreading the Tribal STAR training model with two Training for Trainers (T4T) opportunities. Our goals are:

- 1) Support the new full-day classroom ICWA training for Core 3.0;
- 2) Improve collaboration between tribes, Native service agencies, and child welfare; and
- 3) Work toward reducing the number of ICWA-related appeals across the State of California. All our efforts are intended to improve successful outcomes for Native children and families through effective training that supports ICWA implementation.

15 days  
of training



453 participants

with an average of 30 participants per training



188 participants

in three educational forums



25 participants

in the three-day Training for Trainers





Academy  
for Professional  
Excellence

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ACADEMY FOR PROFESSIONAL EXCELLENCE IS A PROJECT OF  
SAN DIEGO STATE UNIVERSITY SCHOOL SOCIAL WORK