

Cumberland Heights Staff Development Plan 2010

As part of the organization's mission, Cumberland Heights maintains a commitment to professional excellence. It is recognized that a program of staff development is essential to this goal. For that reason, personnel in all areas of the organization are involved in staff development activities. Staff development is a function of the organization's Quality Management Service and, as such, is directed by the Director of Staff Development who reports to the Quality Management Director and has the support of the Human Resources Specialist in the maintenance of training records and aggregate data.

The goals of the Staff Development plan are as follows:

1. To ensure that a program of orientation that meets the needs of both clinical and support employees is established and conducted;
2. To ensure that a program of continuing education that meets the needs of both clinical and support employees is established and conducted;
3. To ensure that all applicable state, federal, and regulatory training requirements are met;
4. To assist the professional staff of the organization in maintaining licensure through the provision of endorsed continuing education;
5. To support the achievement of the information management initiative through the provision of the necessary computer training programs;
6. To provide a pool of qualified trainers from within the organization in order to ensure that training remains accessible and affordable; and
7. To encourage the pursuit of formal education in those staff members desiring to do so.

Orientation

Staff development begins with the orientation process. The Human Resource Specialist meets with every new employee prior to or during the first day of employment to discuss such areas as benefits, payroll, etc. An employee handbook is reviewed with and given to the employee at that time. In addition, the Federal Confidentiality Regulations (42 CFR) applicable to the drug and alcohol treatment records as well as the Employee Code of Ethics are reviewed with the employee. Every employee at Cumberland Heights attends a formal orientation to the organization. This orientation covers such topics as the organization's mission, history, treatment and business philosophies, standards of customer service, employee promise, and strategic plan. In addition, the organizational structure, the employee code of ethics, including confidentiality, as well as basic safety, emergency management and disaster planning, and infection control practices are reviewed. In addition, a review of professional ethics, confidentiality regulation, and therapeutic communication skills is also conducted. Basic information regarding common drugs of abuse and their withdrawal and detoxification management processes as well as common treatment issues are covered for those employees who are new to the field.

In addition to the Orientation process provided by the QM office, the department/program director is responsible for providing orientation specific to the particular position and department. This is typically accomplished by assigning the new employee to a mentor who has demonstrated education, experience, and/or skills. This mentor will train and assist the new employee in learning his/her responsibilities. All employees are required to demonstrate competency in their job responsibilities during the 90-day probationary period. A formal performance appraisal is completed at the end of this period. If competency is not demonstrated at this time, the probationary period may be extended and additional training provided at the discretion of the department/program director and the supervising executive.

Ongoing Training

After the orientation process has been completed, employee training continues on a regular basis. The Director of Staff Development or Designated QM staff, in conjunction with the Safety Director and other staff as appropriate, creates training programs which may be conducted in classroom format or via electronic medium (PowerPoint). These programs update staff on new treatment programs and/or organizational structural changes, review the areas of safety, customer relations, ethics, and confidentiality, provide interactive training on quality management principles and tools, etc. Each employee is required to complete this training annually. In addition, training programs regarding communicable diseases in the addicted population are offered via classroom format or via electronic medium. Employees must complete this training annually as well. Those persons who are in designated high risk positions must also attend a yearly review of Blood Borne Pathogens training designed to meet OSHA requirements. Other mandatory training programs include Non-violent Crisis Prevention (Handle with Care) and Intervention which is required annually for all staff who have patient or family contact. In addition, Basic and Healthcare Provider CPR, Automated External Defibrillator (AED) and First Aid training is offered regularly to all staff and is required for clinical staff on an annual basis. Note: CPR and AED certifications through the American Red Cross are good for one year; First Aid certification through the American Red Cross is good for three years.

Cumberland Heights has also committed to providing a minimum of sixteen (16) hours of Tennessee Alcohol and Other Drugs of Abuse Counselors (AAODAC) Board-endorsed continuing education annually to assist its clinical staff in maintaining credentials. Specialty clinical training programs are also offered for those who are seeking initial licensure as an Alcohol and Drug Abuse Counselor in the area of the twelve core counseling functions as defined by the AAODAC Board. A minimum of one advanced clinical skills workshop is also made available annually. In addition, Cumberland Heights has allocated a specific dollar amount for each individual licensed clinician to use toward external workshops that meet the requirements for AAODAC continuing education. Employees must submit workshop requests to their supervisors for approval.

Clinical, technical, administrative, and financial support personnel participate in a variety of both skills and computer training programs to augment skills. These trainings focus on the specialty of the area (e.g., accounting, medical records, utilization review, information technology, plant technology, food sciences, etc.), as well as the Cumberland Heights' internal computer applications and personal computer skills. Current Information Management offerings include:

- an introductory series of courses designed for PC users, including Microsoft Word, Excel, and Outlook, as well as basic Internet use;
- a specialty Microsoft Excel course designed for management staff for use with monthly operating reports;
- training for both those converting data and end users of the On Demand Viewer for electronically scanned records; and
- training for end users of TIER, a clinical electronic software package.

In addition to those training programs relevant to their particular area, specialty training for directors, managers, and supervisors to assist in the development and refinement of administrative and clinical management skills are offered. These include:

- Human Resources (e.g., recruitment, interviewing, and hiring practices; coaching and performance appraisals; and progressive disciplinary processes)
- Financial (e.g., creating a budget; understanding revenue and expenses)
- Program Development and Evaluation (e.g., program development models, needs assessments, statistical analysis; systems analysis)
- Clinical Supervision (individual supervisory methods; group supervisory methods)

These may be made available on-site through internal trainers or consultants as well as through workshops or management classes and seminars at local colleges and universities.

Trainers

Cumberland Heights uses a variety of methods to ensure that staff members receive high quality training in an accessible and affordable manner. A variety of external workshops are available through the methods previously discussed, as well as through the conferences sponsored by Cumberland Heights, such as the Tennessee Advanced School on Addictions Conference Series. In addition, Cumberland Heights brings speakers to our facility to present clinically-oriented programs to staff in order to broaden and expand their clinical expertise.

Cumberland Heights also sends staff members to various training institutions to become specialty trainers themselves. At the present time, certified trainers in the areas of nonviolent crisis prevention and intervention, HIV/AIDS education, Basic and Healthcare Provider CPR and First Aid and Adventure Based Ropes Course are all on staff. In addition, HMS, Inc., and MSJ, Inc. have trained a number of staff as super-users

of the various software products. These staff members serve as trainers and support other end users of these products throughout the organization. Cumberland Heights routinely sends a variety of staff members to training programs that keep the organization and its staff up to date in the areas of regulatory practices and law, as well as current clinical and business practice.

Formal Education

Cumberland Heights also encourages its employees to pursue formal post-secondary education. A tuition reimbursement program is available to employees for this purpose. See related policies.

Plan Structure

The Staff Development Plan is developed based on an annual needs assessment, objective training results (e.g., post testing, return demonstration), recommendations from various QM and organizational committees, QM data and analysis, as well as an analysis of competency patterns in its employees. Based on these items, goals and objectives are developed each year. The plan and its corresponding goals and objectives are evaluated annually with a report made to the Professional Staff Organization, the Executive Management Team and the Personnel Committee of the Board of Directors.

Reviewed: 06/10 LJC