

**INTERIM REPORT OF
THE DEPARTMENT OF MENTAL HEALTH,
MENTAL RETARDATION AND
SUBSTANCE ABUSE SERVICES ON**

**The Development and
Implementation of a Basic
Training Program for Staff
of Community Services
Boards and Facilities**

**TO THE GOVERNOR AND
THE GENERAL ASSEMBLY OF VIRGINIA**



SENATE DOCUMENT NO. 20

**COMMONWEALTH OF VIRGINIA
RICHMOND
1990**

1989 SESSION

LD6382138

SENATE JOINT RESOLUTION NO. 138

Offered January 17, 1989

Directing the Department of Mental Health, Mental Retardation and Substance Abuse Services to develop and implement standards and training for community services facilities and staff.

Patron—Miller, E. F.

Referred to the Committee on Rules

WHEREAS, Virginia has taken a significant first step in the 1988-1990 biennium to upgrade and expand its community programs for the mentally disabled and substance abusers of the Commonwealth; and

WHEREAS, the legislature is committed to continuing improvements in the quality of care to clients with mental disabilities and substance abuse problems in both community and state facility settings; and

WHEREAS, the requirement to have well-trained staff at all levels of the community and state public mental health, mental retardation and substance abuse systems is a key factor in providing quality treatment and care; and

WHEREAS, Virginia's system of local community services boards has great diversity in staffing levels and in the professional training and expertise of staff; and

WHEREAS, the Department of Mental Health, Mental Retardation and Substance Abuse Services has now initiated an evaluation system for community services boards and has expanded its licensing of community programs, and both of these activities have identified the need for continuous staff training; and

WHEREAS, the Commonwealth's goal of quality care is linked to the level of training and skills of staff providing and managing services; and

WHEREAS, state leadership is needed to ensure that community and facility staff are adequately trained to deliver and manage services; now, therefore, be it

RESOLVED by the Senate of Virginia, the House of Delegates concurring, That the Commissioner of the Department of Mental Health, Mental Retardation and Substance Abuse Services be directed to establish and implement a system of statewide training and staff development for community and facility staff and that these training requirements meet certain minimum standards as established by the Commissioner; and, be it

RESOLVED FURTHER, That the Commissioner shall submit an interim report to the Secretary of Health and Human Services, Governor and General Assembly on the status of this training requirement and its implementation by December 1, 1989, and a final report on implementation of a comprehensive training system by October 1, 1990, as provided in procedures of the Division of Legislative Automated Systems for processing legislative documents.

Official Use By Clerks

Agreed to By The Senate
without amendment [checked]
with amendment []
substitute []
substitute w/amdt []

Agreed to By The House of Delegates
without amendment [checked]
with amendment []
substitute []
substitute w/amdt []

Date: February 6, 1989

/s/J. T. Shropshire

Clerk of the Senate

Date: February 17, 1989

/s/Joseph H. Holleran, Jr.

Clerk of the House of Delegates

**INTERIM REPORT OF THE DEPARTMENT OF MENTAL HEALTH, MENTAL
RETARDATION AND SUBSTANCE ABUSE SERVICES ON THE DEVELOPMENT
AND IMPLEMENTATION OF A BASIC TRAINING PROGRAM FOR STAFF OF
COMMUNITY SERVICES BOARDS AND FACILITIES**

Senate Joint Resolution No. 138, agreed to by the 1989 Session of the General Assembly directs the Commissioner of the Department of Mental Health, Mental Retardation and Substance Abuse Services (DMHMRSAS) to establish and implement a system of statewide training and staff development for Community Services Boards and DMHMRSAS facility staff. The Commissioner is required to submit an interim report in 1989 and a final report on the implementation of the training system in 1990.

Initial emphasis is to be placed on the development of an orientation for key management positions in both the community service system and in the facilities. Each individual hired by the Department or by a Community Services Board brings to the job basic professional skills and experience. However, the newly hired staff person may lack a clear understanding of the Virginia system of public mental health, mental retardation and substance abuse services. In addition, orientation to the policies and instructions of the State Board and Department are essential to successful functioning within the system. Therefore, the training program developed under the provisions of SJR 138 will be a basic orientation to the Virginia system of community and facility services, to other human services, and essential information to function at a high level of managerial and operational capacity.

The purpose of this statewide training and staff development program is to ensure quality services in community and facility programs by providing basic orientation and training to persons entering key management positions. The first step in developing this kind of orientation was the identification of the key management positions that would be targeted initially. Accordingly, the Commissioner designated the following priority positions to be targeted in the two-year developmental process:

YEAR ONE

Facility Positions

Director
Assistant Director, Administration
Medical Director
Nursing Director
Social Work Director
Employee Relations Manager

Community Services Board Positions

Executive Director
Mental Health Director
Mental Retardation Director
Substance Abuse Director
Residential Facility Operator
Emergency Services Manager

YEAR TWO

Facility Positions

Psychology Director
Unit/Center Manager
Fiscal Director
Buildings and Grounds Director
Housekeeping Director
Quality Assurance Director

Community Services Board Positions

Personnel Manager
Budget/Fiscal Manager
Case Management Supervisor
Day Program/Psychosocial Program Manager

The Commissioner convened a Steering Committee chaired by the Deputy Commissioner with staff assistance from the Division of Program Support, the Office of Quality Assurance and the Office of Staff Development and Training to develop the curricula for the orientation programs for each of the above management positions. Representatives from each of the key positions targeted in Year One met together to determine a methodology for developing the orientation package.

These representatives comprise the membership of the Year One Steering Committee. A list of the members appears on page six. In Year Two a second Steering Committee comprised of representatives of the positions to be targeted for the second year will be convened to develop the orientation package for their peers.

Each representative from the Year One Steering Committee was charged with the responsibility of forming an ad hoc group of his peers to identify topical areas that should be addressed in the orientation. The recommendations of the ad hoc groups will be presented to the Steering Committee in February, 1990. The Steering Committee will review the recommendations and make decisions on the format of the orientation documents and the procedures to be followed in implementing the training program. The Steering Committee has recommended using a "mentor" system for dissemination of the information. The Year One Steering Committee will also develop a Basic System Overview, that will provide information about the entire services system, including the services operated by the Department and by the forty Community Services Boards.

A second phase of the implementation of SJR 138 is the development of a standardized curriculum for entry level positions. The Department has already initiated the process for developing a standardized training curriculum for direct care personnel in state hospitals and training centers. This curriculum provides training in basic job skills. It has been developed with the cooperation of the Virginia Department of Education, utilizing a modified "Design a Curriculum" (DACUM) process. This is a curriculum development system based upon required competencies that are identified after a task analysis of the job. Once completed, much of the same material can be used for training community services staff who provide direct care in residential facilities.

The two approaches to implementing SJR 138, orientation for key management staff and standardized training curricula for entry level staff, will ensure consistency in clinical and administrative direction and competency in direct care. By utilizing a two-tiered approach, DMHMRSAS will improve the delivery of quality services to persons with mental illness, mental retardation and substance abuse problems in Virginia.

SJR 138
Steering Committee

Constance N. Fletcher, Ph.D., Director
Southern Virginia Mental Health Institute

Martin Kline, Assistant Director, Administrative
Eastern State Hospital

Dr. Michael Connell, Medical Director
Southwestern Virginia Mental Health Institute

Leslie Gayle, Nursing Director
Southeastern Virginia Training Center

Robert Merryman, Social Work Director
Central Virginia Training Center

Anita Jackson, Employee Relations Director
Western State Hospital

C. Joseph Sharrer, Executive Director
Harrisonburg-Rockingham Community Services Board

Paul Borzellino, Emergency Services Director
Prince William Community Services Board
Mental Health Center

Alan Phillips, Director of Residential Services for the
Mentally Retarded
Oakton, Virginia

Betty Burke, Mental Retardation Director
Mental Health Services of the Roanoke Valley

Linda Edwards, LCSW, Mental Health Director
Central Virginia Community Services Board

Dot Henry, Substance Abuse Director
Chesterfield Community Services Board