

POLICY MANUAL

State Board of Behavioral Health and Developmental Services Department of Behavioral Health and Developmental Services

POLICY 1028 (SYS) 90-1 Human Resource Development

Authority

Board Minutes Dated: April 28, 2011
Effective Date: April 28, 2011
Approved by Board Chairman: Daniel E. Karnes

References

Current Policies and Procedures Manual, Virginia Department of Human Resource Management
STATE BOARD POLICY 1015 (SYS) 86-22 Services for Individuals with Co-Occurring Disorders
STATE BOARD POLICY 1023 (SYS) 89-1 Workforce and Service Delivery Cultural and Linguistic Competency
STATE BOARD POLICY 1036 (SYS) 05-3 Vision Statement
STATE BOARD POLICY 1042 (SYS) 07-1 Primary Health Care
Current Workforce Development Plan, Department of Behavioral Health and Developmental Services

Supersedes

STATE BOARD POLICY 3002 (CO) 86-16 System-wide Staff Training

Background

The delivery and management of behavioral health (mental health and substance abuse) and developmental services is highly staff intensive. Approximately 80 to 85 percent of the budgets of state hospitals and training centers, hereafter referred to as state facilities, and 75 percent of the budgets of community services boards and the behavioral authority, hereafter referred to as CSBs, consist of staff salaries and fringe benefits. The quality of the workforce and the quality of behavioral health and developmental services are inextricably linked. If the workforce is not well trained, competent, motivated, appropriately deployed, properly managed, and provided with a supportive working environment, efficient and effective delivery of services will be seriously compromised.

Behavioral health and developmental services have evolved from traditional core disciplines with a total reliance on academic credentials as evidence of an employee's preparation to perform successfully in the workplace to greater reliance on broad-based professional competencies that address the needs of individuals with co-occurring disorders, described in STATE BOARD POLICY 1015; enable culturally and linguistically appropriate service delivery, discussed in STATE BOARD POLICY 1023; and are supported by relevant formal education. Now, organizational structure, systems,

services, resources, and incentives are developed or aligned to support on-going collaboration and public and private partnerships among the Department's central office and state facilities, CSBs, other service providers, and institutions of higher education to ensure that competent staff are recruited, retained, and developed for critical positions to meet the most challenging service needs of individuals with mental health or substance use disorders, intellectual disability, or co-occurring disorders. The Department's human resource development activities are guided by the referenced Policies and Procedures Manual issued by the Virginia Department of Human Resource Management and the Department's current Workforce Development Plan.

Purpose

To support the development and maintenance of a competent Department and CSB workforce to meet the service needs and support the recovery, empowerment, and self-sufficiency of individuals who have mental health or substance use disorders, intellectual disability, or co-occurring disorders.

Policy

It is the policy of the Board that the Department shall facilitate workforce recruitment, retention, development, and high performance in the Department's central office and state facilities, CSBs, and licensed providers through the aggressive development of human resources. Human resource development activities include workforce planning and development, recruitment and retention strategies and efforts, promoting and encouraging coordination and integration of partnerships, incentives, managing sanctions and regulations, and identifying, disseminating, and implementing evidenced-based practices.

It is also the policy of the Board that the Department shall engage in the following human resource development activities.

1. Promote a philosophy of human resource management and development consistent with the vision statement in STATE BOARD POLICY 1036 (SYS) 05-3 that supports recovery, empowerment, and self-determination in an integrated community environment for individuals receiving services.
 2. Continue to maximize leadership capabilities to model and facilitate a work life culture that is balanced, values employees and their competencies, encourages high performance and continues quality improvement, and fosters teamwork.
 3. Identify critical current and future human resource needs and standardize employee training requirements, course content, and reporting, monitoring, and evaluation procedures wherever possible.
 4. Promote the integration of behavioral health and developmental services and primary health care discussed in STATE BOARD POLICY 1042 (SYS) 07-1 Primary Health Care by expanding and enhancing behavioral health, education, and criminal justice competencies across broad occupational areas.
 5. Ensure the availability of needed curricula and opportunities for continued curriculum development so that behavioral health and developmental services competencies are
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aligned, updated, and deployed based on the changing services needs of individuals receiving services.

6. Develop and implement recruitment and retention programs that are tailored to and promote careers in public behavioral health and developmental services. Enhance and expand public awareness of the opportunities and advantages of working with and in the public services system.

7. Support or provide training opportunities for staff to obtain continuing education units, continuing medical education units, or contact hours in order for them to satisfy licensure requirements and maintain or enhance their professional skills and the quality of services they provide.

8. Continue to develop partnerships with educational institutions within and outside of the Commonwealth to: (1) establish research, evaluation, training, and service delivery relationships; (2) develop or influence the content of curricula, recruitment of current and future students into the public behavioral health and developmental services system, and the competency requirements for completion of academic programs; (3) implement internship and apprenticeship programs; and (4) create joint state facility or CSB staff and faculty appointments.

9. Promote and encourage the use of distance learning methods to share training activities and programs among the Department's central office and state facilities, CSBs, and other system stakeholders.

10. Initiate, promote, and encourage new and innovative staff development and training strategies.

11. Seek and support adequate financial resources to provide system-wide workforce development. Promote and encourage coordination of existing and planned training activities among the Department's central office and state facilities, CSBs, other human service agencies, colleges and universities, and other public and private organizations outside of the public behavioral health and developmental services system.

Further, it is the policy of the Board that the Commissioner shall ensure that human resource development and management functions and activities are incorporated in ongoing strategic planning and implemented in all aspects of the Department's policies, instructions, programs and operations.
