

AGING AND LONG-TERM SUPPORT ADMINISTRATION
RESIDENTIAL CARE SERVICES
"Transforming Lives"

CHAPTER 19 – Staff Training

STAFF TRAINING – OVERVIEW

Residential Care Services' (RCS) Training Unit provides training to RCS employees to enable them to perform their job effectively, efficiently, and with consistent quality across the state. Training unit staff are seasoned experts and are available to help RCS staff develop and maintain job-related skills and techniques.

The training unit is based out of RCS Headquarters in Lacey serving RCS employees to provide diverse specialty and continuous trainings in varied job positions in HQ and in field offices across the state. The training unit provides the foundational knowledge, intended to provide a baseline competency for staff across the state. This includes introductory program-specific trainings for field staff, either in class at HQ or via a web based platform. The unit also builds upon this foundation by providing/coordinating additional specialized trainings as well as Quality Assurance visits. Training format (classroom or web-based) is determined by the RCS Training Unit.

Although the training unit provides foundational and specialty education to enhance learning in the field, it is only one component of a larger educational/training program for RCS employees. Other training information sources may include:

- Mentor
- Field Manager/Supervisor
- WSLC E-Learning
- Quality, Safety, and Education Portal
- Center for Medicare and Medicaid Services
- Washington State partner agencies (DOH, HCA, DDA, and others)

SUBJECT MATTER EXPERT

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CHAPTER 19 – Staff Training

OVERVIEW

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19A1 – REQUIRED TRAININGS FOR RCS STAFF

BACKGROUND

RCS training is required for all staff in order to establish a standard baseline of knowledge and to ensure consistency across the state. However, depending on position requirements, date of hire, and specific needs identified by the Field Manager (FM), the trainings that are specifically required may vary among staff.

PROCEDURES

- A. All employees new to RCS must attend the “Intro to RCS” training provided by the training unit in the cycle following their hire date. This one-day training is provided multiple times each calendar year and includes information on RCS and DSHS as organizations. Introductory information about various units and staff resources is included.
- B. All employees must complete the required onboarding and training as outlined in [DSHS form 15-437](#) (RCS Staff Orientation Checklist). All listed pre-requisites are required and must be completed before attending training.
- C. All employees must complete the [DSHS form 03-200 \(DSHS New Employee Checklist\)](#).
- D. All new RCS regulatory staff must also take RCS Investigator Training. It is at the discretion of the FM whether the new employee attends this training, a 3-day curriculum in the session/cycle following their hire date or during the second session/cycle following their hire date. Topics included are the RCS investigation process, investigative tools, scope of authority, data collection, and safety.
- E. All staff working as complaint investigators, licensors, and surveyors in the six long-term care regulatory programs must also take applicable foundational program-specific training.
 1. Programs following federal and state laws, regulations, and compliance certification components:
 - Nursing Homes
 - Intermediate Care Facilities for Individuals with Intellectual Disabilities (ICF/IID)
 2. Programs following state laws, regulations and compliance requirements:
 - Assisted Living Facilities
 - Adult Family Homes
 - Certified Community Residential Services and Supports
 - Enhanced Services Facilities

- F. All of the above web or classroom-based trainings are offered multiple times each calendar year. Any exemptions to the above training requirements must be approved by the director.
- G. In addition to the above, special trainings may be offered as needed, and may be either optional or mandatory as determined by an office chief or director.
- H. The field manager/supervisor may also request a staff member return to any regularly scheduled class for retraining. The FM will provide the trainer pertinent details of areas needing focus in retraining.
- I. If topics cannot be incorporated into the scheduled training dates due to circumstances beyond RCS staff control, such as inclement weather or power outage, the training may be postponed or extended. All changes, including dates, timing, and method of training is at the training unit supervisor's discretion.
- J. If any RCS staff is not present during a portion of the scheduled training, the FM/supervisor will ensure the RCS staff is trained in the topic(s) missed.

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19A2 – PARTICIPANT EXPECTATIONS

BACKGROUND

The training unit is expected to provide the best training environment possible. The expectations outlined in this subsection are intended to create and encourage a positive training environment.

PROCEDURES

- A. Pre-registration for all trainings is required at least 3 weeks prior so that materials may be created and printed ahead of time for each attendee. The Field Manager (FM) must email the staff's name, date of hire, and requested course to the Training Unit email box rcstraininginquiry@dshs.wa.gov. Registration for re-training follows the same steps as initial training. A new RCS employee must attend the first available required training based on their program setting; however, on a case-by-case basis, the FM may discuss an alternative schedule with the training unit manager. Training will be postponed if pre-requisite requirements listed on [DSHS 15-437](#) have not been met. RCS staff who have not pre-registered will not be admitted into training.
- B. It is the responsibility of all RCS staff attending training to come to each training prepared by completing all pre-requisite work and with a professional demeanor. This includes:
 - Being at the training on time and ready to learn
 - Being present and engaged with the material
 - No cell phone use during class
 - No disruptive behavior
- C. RCS staff must complete all required training in its entirety to receive completion credit. The use of a webcam is required and it is the responsibility of each RCS staff member to ensure their computer, webcam, and microphone and/or headset is compatible with a web-based training. Registered participants who become ill prior to or during class may be excused by their FM, but are required to take the next class offered. Staff who do not want to join or participate in the training have the freedom to leave and discuss it with their FM. Training staff will not demand that anyone remain in the training.
- D. If a training is completed before the end of the staff's regularly scheduled hours, it is the responsibility of the staff to communicate with their supervisor for direction. The training day may include independent review/study throughout the day. The trainer does not have the authorization to modify employee work hours.



- E. Upon completion of program specific training, trainers will provide the FMs with a list of topics covered during training and answer any questions the manager may have.

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19A3 – RESPONSIBILITIES OF TRAINING UNIT STAFF

PROCEDURES

- A. New training unit staff (“trainers”) are required to complete Intro to RCS, RCS Investigator Training, and program specific trainings for the appropriate setting(s), if not already completed and at the training unit supervisor’s discretion.
 1. Once one cycle of training is completed, new trainers will be involved with curriculum development and training for next cycle of appropriate trainings. A peer will be assigned to the new staff trainer to offer support, though any trainer may be required to assist with the training process.
 2. Beginning with the 3rd cycle of training after hire, the new trainer will be the lead trainer for their future program specific trainings.
- B. The training unit supervisor may request any trainer to attend any other trainer’s classes for learning or QA purposes. Trainers will provide support for other staff as needed in other programs as determined by the training unit manager.
- C. Each program’s lead trainer is responsible for curriculum development for that specific program as outlined in their job descriptions.
- D. Trainers will utilize the training checklist to ensure each step of the training process is met.
- E. The AA3 for the training unit will provide the registered participants and their field managers/supervisors an email calendar invite to save the date.
- F. The AA3 for the training unit will provide all participants with a link for any web-based training, no later than one week prior to the date of the training.
- G. Trainers will provide a QA visit for new regulatory staff when the FM determines the staff member is able to complete tasks independently. Any exceptions must be approved by the training unit supervisor. The timing of the QA visit will be coordinated by the FM and trainer. Additionally, QA visits will be completed every two years.
- H. During a QA visit, a trainer will complete the sections of the program-specific Skill Building Tool (see [SOP Chapter 19B](#)), which were reviewed. This form is submitted to the field staff member with a cc to the FM either electronically or in paper form for any required signatures. The FM is responsible for form retention. The intention of the Skill Building Tool is to provide feedback to the field staff. It is the responsibility of FM to determine how the results are utilized in the employee’s field training process.
- I. The Skill Building Tools can be found in the [Employee Development Program Skill Building Tools](#) on the RCS intranet.



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CHAPTER 19B – STAFF TRAINING: MENTOR FOR NEW RCS EMPLOYEES

BACKGROUND

- Upon hire, all new RCS employees are required to attend training facilitated by RCS training unit staff either in the classroom or via a web-based platform at the discretion of the training unit supervisor and based on the needs of the division. This foundational training is important and familiarizes new employees with laws, rules and standard operating procedures. Staff training for regulatory staff continues in the field with the assistance of a mentor (peer coach or preceptor (PC)). All new employees must be assigned a mentor.
- This SOP applies to PCs and Field Managers (FM).
- The purpose of this SOP is to explain who is eligible to perform the role and responsibilities of a PC for new RCS employees.
- A PC must:
 - a. Have at least 6 months of experience working independently in their respective program;
 - b. Be given the time and resources to complete PC tasks; and
 - c. Be allowed to mentor only one new regulatory employee at a time.
 - d. For NH program, have completed the required Long Term Care Survey Process (LTCSP) federal training and be SMQT certified;
 - e. For ICF/IID program, have completed the required federal training;

PROCEDURE

The FM will:

- A. Upon hiring a new employee, assign the employee a PC;
- B. Collaboratively, develop a training plan with the new employee and PC prior to each survey, inspection, or investigation taking into account the new employee's learning needs;
- C. Ensure the PC has only one new employee at a time to maximize the coaching process;
- D. Ensure the PC is assigned a lesser case load of care areas, tasks, fewer inspections and investigations. The lesser load assists the PC to provide quality coaching and mentoring to the new employee;

- E. Meet regularly, after each survey, investigation, or inspection, with the PC and the new employee to discuss progress using the appropriate skill building tool to provide feedback and set goals;
- F. Send an electronic copy of completed and signed skill building tools to the training unit for each of the employee's roles;
- G. Communicate with the new employee about his or her learning needs before and after each survey, inspection, or investigation experience using the skill building tool;
- H. Ensure the new employee follows Principles of Documentation when writing citations, provide guidance as needed; and
- I. Contact the training unit supervisor if there are questions or concerns regarding the new employees training requirements and as needed.

The PC will:

- A. Become familiar with the RCS Staff Orientation Checklist, DSHS Form 15-437;
- B. Collaboratively, with the new employee and the FM, develop a training plan for the new employee prior to each survey/inspection that takes into account the new employee's learning needs;
- C. Communicate regularly with the new employee about his or her learning needs, to include, before and after each survey, inspection, or investigation using the skill building tool;
- D. Allow the new employee to observe, then perform with supervision, each task until he or she is able to demonstrate proficiency;
- E. Provide time for the new employee to discuss and develop interview questions and an investigation plan;
- F. Encourage the new employee to ask questions and give the rationale and information source for decisions or answers to questions. Discuss other information sources and data gathering tools the new employee could use during the investigation process;
- G. Allow the new employee time and provide guidance while they learn and complete each step of the inspection, survey, or investigation process. Provide relevant coaching as needed;
- H. For the NH program, follow the LTCSP as learned in the classroom training and the LTCSP Procedure Guide;
- I. Not leave the new employee to complete tasks, care areas, investigations or inspections independently until they have met proficiency in the specific process; and

- J. Discuss any concerns regarding the new employee's learning progress with the FM in a timely manner.

The New Employee will:

- A. Meet regularly with the PC and FM to discuss learning progress and needs, using the skill building tools. Discuss areas that require further practice or training;
- B. For the NH program, follow the LTCSP learned in the training and as outlined in the LTCSP Procedure Guide;
- C. Not complete tasks independently until the new employee is feeling proficient with the process, and in collaboration with the PC and FM;
- D. Alert the PC and FM of any areas where the new employee feels further training would be beneficial;
- E. For NH, read and view required information on orientation checklist, QSEP training plan and complete surveys to successfully complete the SMQT certification;
- F. Communicate with PC when ready to progress to the next level with new tasks, care areas or more survey, inspection, investigation responsibilities;
- G. Communicate openly with PC, FM, and training unit on how new employee is feeling about his or her performance and experience; and
- H. Assist PC in completion of the appropriate skill building tools after each survey, investigation, or inspection experience.

QUALITY ASSURANCE REVIEW

This process will be reviewed at least every two years for accuracy and compliance.

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19C – STAFF TRAINING: SKILL BUILDING TOOLS

BACKGROUND

The Skill Building Tools (SBT) are used to track and document the progress of a new regulatory staff member and during Quality Assurance visits conducted by the Residential Care Services (RCS) training unit. The training unit will determine if QA visits are field visits or desk reviews completing only those sections of the SBT which were assessed. These tools help to identify strengths and areas for development.

- A. All new regulatory staff, their peer coaches/preceptor (PC), and FM must complete their portion of the appropriate SBT to document and track each new regulatory staff's progress toward successful completion of required training and independence.
- B. Though the SBT will be used by the PC and FM for tracking multiple regulatory visits, the tools must be submitted electronically to the RCS training unit at the following intervals:
 1. **Nursing Homes**(refer to NH Curriculum Timeline for numbers required):
 - a. Upon completing each observational survey and prior to starting Classroom Training Session 1;
 - b. Prior to starting Classroom Training Session 2;
 - c. Every survey thereafter as a team member up to scheduling trainer surveys; and
 - d. Every survey as the Team Coordinator up to scheduling TC trainer survey.
 2. **Adult Family Homes**:
 - a. When a FM or PC determines the new regulatory staff can conduct a regulatory visit independently; and
 - b. Prior to any FM requests for QA visits.
 3. **Assisted Living Facilities**:
 - a. When a FM or PC determines the new regulatory staff can conduct a regulatory visit independently; and
 - b. Prior to any FM requests for QA visits.
 4. **Intermediate Care Facilities for Individuals with Intellectual Disabilities**:
 - a. When a FM or PC determines the new regulatory staff can conduct a regulatory visit independently; and
 - b. Prior to any FM requests for QA visits.
 5. **Certified Community Residential Services and Supports**:

- a. When a FM or PC determines the new regulatory staff can conduct a regulatory visit independently; and
 - b. Prior to any FM requests for QA visits.
6. **Enhanced Services Facilities:**
- a. When a FM or PC determines the new regulatory staff can conduct a regulatory visit independently; and
 - b. Prior to any FM requests for QA visits.
- A. Any alternate forms/methods of documentation must be approved by the training unit supervisor.

PROCEDURE

The new regulatory staff will:

- A. Become familiar with information contained in the program specific "[Curriculum Timeline](#)"; and
- B. Download each SBT from the ALTSA Intranet for "fill-in" completion. To find the tools, open the RCS home page from the ALTSA intranet at <http://intra.alsa.dshs.wa.gov/rcs/EDPTemplates.htm>
 1. On the right side of the page open "FORMS/DOCUMENTS" and click on "Employee Development Program Skill Building Tools;"
 2. On the left side of the page, open the appropriate form under "Skill Building Tools;" and
 3. With the PC and FM, review, and sign the SBT; then submit electronically to the RCS Training Unit email box rcstraininginquiry@dshs.wa.gov.

The PC will:

- A. Assist the new regulatory staff with accessing the SBT;
- B. Complete the SBT for tasks reviewed to provide feedback to the new regulatory staff after each field experience;
- C. Answer questions the new regulatory staff may have regarding the SBT; and
- D. Review the SBT with the FM and new regulatory staff.

The FM will:

- A. Become familiar with information contained in the "Curriculum Timeline" for their program;
- B. Review the SBT(s) with the PC and new regulatory staff; and
- C. Ensure the required SBT(s) for each role in every setting that the employee conducts regulatory visit are completed, signed, and submitted electronically to the



RCS Training Unit email box rcstraininginquiry@dshs.wa.gov at the designated intervals.

The Training Unit will:

- A. Utilize the SBT when conducting QA visits with field staff;
- B. Conduct initial QA visits with new regulatory staff after the FM determines the staff member meets independent proficiency and has completed all required trainings;
- C. Conduct QA visits with all regulatory staff members every 2 years and ensure QA visits are completed for each specific program role;
- D. Complete the SBT within 10 working days of finishing the QA visit and electronically send the tool to the new regulatory staff with a cc to the FM;
- E. If requested, discuss the feedback with FM and regulatory staff; and
- F. Any exceptions to the QA visit process must be approved by the training unit supervisor.

QUALITY ASSURANCE REVIEW

- A. This process will be reviewed at least every two years for accuracy and compliance.

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19D – NURSING HOME STAFF TRAINING

BACKGROUND

To clarify and further define requirements that must be met for an individual to be approved as a permanent nursing home (NH) surveyor in Residential Care Services (RCS).

This SOP includes the responsibilities of field managers (FM), peer coaches/preceptors (PC), and the RCS Training Unit during the NH surveyor training process.

- A. Within one year of being hired, new NH surveyors must successfully complete the following in the order listed. These steps follow the federal requirements outlined in the [NH Curriculum timeline](#):
 1. Computer based trainings (CBT) via the Quality, Safety and Education Portal (QSEP) as listed on the RCS Staff Orientation Checklist, [DSHS Form 15-437](#);
 2. A minimum of two complete on-site observational surveys;
 3. Two Long Term Care Survey Process (LTCSP) classroom training sessions;
 4. A minimum of four required participatory surveys as a team member (TM) and/or team coordinator (TC) with PC guidance and skill building tool (SBT) completion;
 5. Demonstrate progressive competence and successful completion of a minimum of three skill building surveys with a trainer (two as a TM and one as a TC);
 6. Complete LTCSP Basic Course via QSEP (approx. 40 hours); and
 7. Obtain the SMQT Certification.

The new surveyor is on probation for six months following their date of hire. The new surveyor's FM may extend probationary status for up to six additional months to ensure completion of the training process.

If the new surveyor does not complete all required training within one year of hire, the new surveyor may be terminated from the position unless, due to extenuating circumstances, an exception is made by the Office Chief of Field Operations.

PROCEDURES

The New Surveyor will:

- A. Participate in at least two, complete “observation only” NH surveys before attending Session 1 of the LTCSP Training;
- B. Attend, in its entirety, each scheduled LTCSP Classroom Training;
- C. Actively participate in assigned NH surveys, sharing their PC’s workload and progressing at their own comfort level;
- D. The new surveyor must be present and participating in data collection and investigations during the *entire* survey process to meet the federal requirements;
- E. Comply with all required standards of conduct and dress during the NH survey;
- F. Participate in ongoing meetings with FM and PC to discuss the new surveyor’s progress toward meeting goals and objectives documented on SBT and as outlined on their Individualized Growth and Development Plan;
- G. Successfully complete the federally required, online LTCSP Basic Course, offered in QSEP; and
- H. Successfully complete the SMQT certification.

The PC will:

- A. Mentor and coach assigned surveyor during the training process;
- B. Collaborate with new surveyor and FM to develop a training plan prior to each survey/investigation taking into account the new surveyor’s learning needs;
- C. Provide interactive guidance, support, feedback and direction to the new surveyor throughout the survey process;
- D. Complete the SBT after each survey in collaboration with the new surveyor and FM; and
- E. As required, meet with the new surveyor and FM to discuss progress and/or concerns related to the individual’s goals and objectives, or performance as documented on the SBT.

The FM will:

- A. Develop and implement the new surveyor’s Individualized Growth and Development Plan, including goals and objectives, to track the new surveyor’s progress;
- B. Assign a PC to the new surveyor. FM should only assign one new surveyor at a time to the PC;
- C. Schedule the new surveyor to participate in NH surveys to meet the federal requirements;
- D. Coordinate and communicate with the new surveyor, PC, and RCS training staff as required to review progress and/or concerns as documented on the SBT and as related to Individualized Growth and Development Plan;

- E. Ensure SBT are completed as required and submitted timely to the RCS Training Unit as outlined in Chapter 19C;
- F. At the readiness of the new surveyor, and as determined by the FM, contact the Training Unit to schedule the skill building surveys; and
- G. Notify the Training Unit when the new surveyor has completed the LTCSP Basic Course and is ready to take the SMQT.

The RCS Training Unit will:

- A. Schedule and conduct all LTCSP trainings and skill building surveys;
- B. Verify new surveyors have completed QSEP prerequisites prior to each Training Session;
- C. Provide timely written feedback to FMs regarding the new surveyor's classroom progress;
- D. Review feedback documented on SBT after the FM provides them to the Training Unit and prior to scheduling of skill building surveys with a trainer;
- E. Accompany the new surveyor in two TM skill building surveys and one TC skill building survey. The trainer will provide daily coaching, guidance and verbal feedback to the new surveyor during the skill building surveys;
- F. Provide written and verbal feedback regarding the skill building surveys to the new surveyor and FM using the SBT;
- G. Authorize the new surveyor to take the Federal Basic Course in QSEP after successful completion of the skill buildings surveys;
- H. Register the new surveyor to take the SMQT certification when the Training Unit receives the Basic Course Completion Certificate from the FM; and
- I. Notify the new surveyor and FM of the SMQT results.

QUALITY ASSURANCE REVIEW

This process will be reviewed at least every two years for accuracy and compliance.

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APPENDIX A – STAFF TRAINING: FORMS AND RESOURCES

FORMS (LINKS)

- A. [RCS Staff Orientation Checklist](#)
- B. [Program Skill Building Tools](#)
- C. [Program Curriculum Timelines](#)
- D. [RCS Training Unit Intranet Page](#)

RESOURCES (LINKS)

1. [CMS Abbreviations and Acronyms](#)
2. [DSHS Acronyms](#)

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