

Guidance for Interim Program Managers

This document offers guidance for Interim Program Managers (PM) for Healthy Families New York sites.

Each site has a designated Program Manager (PM) that is responsible for the day-to-day, hands-on management of the site, which can include, but is not limited to, program planning, contract development, budgeting, staffing, supervision, training, q team building, quality assurance and evaluation. PMs are also responsible for ongoing collaboration with community/state partners, promoting their program within their community, and for maintaining positive working relationships with early childhood partners and providers.

The PM typically provides supervision to the program supervisor(s) and if acting in a dual role of a PM and supervisor, the PM would provide supervision to direct service staff, which include Family Support Specialists (FSS) and Family Resource Specialists (FRS). The PM receives regular supervision as required by the Healthy Families America Best Practice Standards and the personnel policies of the employing agency.

The duties of the program manager are essential to program's success.

Roles and Tasks of the PM

- Completing the Quarterly reports- See guidance on how to [here](#)
 - Requires pulling data reports from the Management Information System (MIS) in order to report out on:
 - staff recruitment & retention
 - training & staff development
 - quality assurance/management activities
 - fatherhood engagement
 - program outreach and engagement activities
 - program utilization & participant recruitment
 - progress/barriers to reaching performance targets & indicators
 - funding
 - public relations & community systems
 - program enrichment
 - staffing patterns related to trainings
 - professional development and staff morale
 - outreach efforts
 - advisory board activities
 - contractual obligations related to performance indicators and performance targets, etc.
- Researching and writing the Annual Service Review (ASR)
 - Due annually, this includes pulling data from the MIS, and the community needs assessment, and requires knowledge of program's outreach and

referral processes, analysis of the acceptance and retention of families, staff retention, etc.

- Reporting through Healthy Families America HFAST reporting
- Development of program policies and procedures
- Overseeing data collection and evaluating the effectiveness of the program by reviewing the Performance Targets and Performance Indicators
- Maintaining a strength-based workplace environment
- Attending to staff and participant health and safety
- Supporting on-going work toward accreditation
- Liaising between the program and the larger host organization.
- Obtaining Healthy Families New York (HFNY) and Healthy Families America (HFA) website addresses and passwords. Frequently review HFNY and HFA websites for updates and training opportunities.
- Adherence to HFA Best Practice Standards
- Attendance at regional meetings and Statewide Leadership Meetings
- Addressing duties related to Maternal Infant Early Childhood Home Visiting funding (if applicable)- specific requirements, meetings, forms, collaboration with DOH, etc.
- Supervision of supervisors and (if applicable to your site) supervision of direct staff (FRS/FSS) on a weekly basis. See HFNY policies in Best Practice Standards #12 for other specific supervision requirements.
- Facilitating/leading staff meetings
- PM duties related to contract development (workplans)
- Preparation for and attendance at OCFS annual site visit
- PM duties related to Center for Human Services Research (CHSR)
 - Participation in MIS training (CHSR)
 - Making sure staff adhere to the MIS User Agreement
 - Keeping staff informed of MIS updates & missives. Check [here](#) for a list of all Missives
 - Alerting CHSR of staff terminations and distribute the Exit Survey
- PM duties related to Prevent Child Abuse New York
 - Participation in QA specialist visits
 - Collaborate on staff development and training
- Trainings- PMs are required to attend a significant number of trainings. For example:
 - Orientation and wrap around training
 - HFA Family Resilience and Opportunities for Growth (FROG) Scale (Family ResourceSpecialist) training
 - HFA Foundations for Family Support Core (Family Support Specialist) training
 - HFNY Supervisor Core training

- PM orientation training
(For a complete list of all required trainings please reference your HFNY program policy 10 and 11 as well as HFA's Best Practice Standards in sections 10 & 11).

Hiring a PM

(Please reference your HFNY program policy 9 as well as HFA's Best Practice Standards in section 9). It is crucial that a PM have strong administrative, clinical and reflective skills. The following is a link to a document called "Hiring PMs and Supervisors with Reflective Capacity." See that document [here](#).

Important points to consider when there is a PM vacancy:

- Length of time the PM role will be vacant
- Whomever acts as the interim PM needs to have enough time on the project to be able to fulfill all roles and tasks of the PM, careful consideration should be also be made if some of PM duties are delegated to current supervisors in the program.
- Things to keep in mind while this position is vacant:
 - Careful consideration should be made of current workloads and skill sets if some PM duties are to be delegated to current supervisors in the program.
 - How will the vacancy affect contractual obligations?
 - How will contractual obligations be met?
- As per HFNY policy, before a PM is offered a position, the Interim PM must send the applicant's resume to the Program Contract Manager to be approved by the Central Administration.

First steps to employ when there is a PM vacancy

- As soon as the vacancy occurs, the interim PM will contact the OCFS Program Contract Manager.
- Establish an HFAST and HFA login.
- Participate in the HFA stop gap trainings to ensure they are able to fulfill the role of the PM until the position is filled. If the vacancy continues beyond three months, the interim PM is required to attend the required HFA and HFNY Core trainings and complete them within the required timeframes. (PMs who supervise direct service staff are required to attend all three Core trainings within six months from starting that position. PMs who do not supervise direct staff are required to take one HFA direct service Core training and the Supervisor Core training within six months and the remaining Core training within 18 months.
- If the vacancy extends beyond the three months, the interim PM will participate in New PM Checklist phone calls with each branch of Central Administration.

During these phone calls, the Interim PM will be provided with important resources and information to help them fulfill their new duties.

- HFA Implementation training is required for all PMs hired on or after Jan. 1, 2018 within 18 months of hire
- As soon as the vacancy occurs, the interim PM will also need to commence providing supervision to all supervisors in the program (for a minimum of 90 minutes per month). For some HFNY programs, the PM may also provide supervision (weekly) to direct staff (FSSs and/or FRSs). If this is the case for your program, the interim PM would need to participate in HFA/HFNY Core training prior to supervision of direct staff. Please note that supervision duties of the PM, in instances where they supervise direct staff, can be delegated to supervisors in the program as long as the number of staff they are supervising does not exceed the supervisor ratio based on the number of hours in the supervisor's work week. (Please reference BPS 12-1D in the HFA BPS manual for more detailed information on supervisor ratios).
- Documentation of supervision sessions is also required. During the first 3 months of the vacancy, documentation can be housed outside of HFNY's MIS. However, if the vacancy is getting close to the 3 month point, the interim PM should attend the Supervisor stop-gap training and register for one of the Core FSS or FRS trainings with the intent to complete both the Stop-gap and one FSS/FRS CORE within 6 months of the vacancy. Once the Supervisor stop-gap has been completed, the interim PM can be added to the MIS system as a Supervisor on the worker form and documentation of supervision can begin within MIS. See Supervision Note Guidelines for information on how to use the HFNY Supervision Note on the MIS.
<https://www.healthyfamiliesnewyork.org/Staff/Documents/SupervisorNoteGuidelines819.pdf>
- When the PM vacancy continues beyond the 3-month period, please reach out to your OCFS Program Contract Manager for more detailed guidance and technical assistance in developing a plan to ensure that the program is meeting contractual obligations and adhering to HFA model fidelity.