Appendix B:
Welcome Baby: Summary of Job Responsibilities for Key Personnel

Program Management Staff

- **Project Director** (suggested qualifications include: B.A. or Masters level in Public Health, Public Administration or Early Childhood Development with experience in program implementation, home visitation programs, and knowledge of maternal child health). The Director has the overall responsibility for the implementation of the Welcome Baby program. The Program Director must work effectively as part of a multidisciplinary team that includes the hospital, other Welcome Baby sites in their community, Best Start Community Partnership, First 5 LA, and Home Visitation Oversight Entity.
  - Oversees and monitors program to ensure standardized implementation, including adherence to protocols, policies, procedures and documentation.
  - Assists in maintaining and improving the quality of the program by ensuring that the following is conducted by the management team:
    - Bi-monthly group reflective supervision with home visitation staff;
    - Weekly individual reflective supervision of home visitation staff;
    - Periodic shadowing of home visitation staff on home visits; and
    - Regular chart reviews to ensure the accurate collection of data and completion of all client documentation in a timely and organized manner.
  - Monitors progress in achieving programmatic goals and objectives within the Scope of Work.
  - Prepares quarterly and year-end reports.
  - Collaborates with the Oversight Entity and First 5 LA to assist with data and evaluation needs.
  - Monitors program implementation for ongoing problems and barriers and identifies possible solutions.
  - Works closely with other local providers to develop a comprehensive referral network and track any gaps or barriers to clients being able to access needed services.
  - Assists with fiscal monitoring of program and helps formulate annual budget and needed budget modifications throughout the year.
  - Supervises program staff, including Clinical Supervisor, Outreach Specialists, and conducts administrative and individual reflective supervision.
  - Conducts monthly staff meetings to address and obtain feedback on program updates, needs, challenges, and outcomes.
  - Works closely with Clinical Supervisor to assess ongoing needs for staff training and to identify internal or external professional development activities.
  - Participates in local community meetings and develop relationships with providers and community organizations to enhance partnerships and collaboration as appropriate.
  - Shares key program data with partners and other stakeholders on a quarterly basis, including outcomes, demographics, and enrollment information.
o Establishes a relationship and visibility for the program with key personnel at the hospital, including Labor and Delivery, Couplet Care, NICU and Social Work staff.

o Collaborates with First 5 LA marketing efforts.

o Works closely with the Outreach Specialist and Parent Coaches to monitor and improve prenatal outreach, acceptance and enrollment.

• **Clinical Supervisor (suggested qualifications include: Registered Nurse, Licensed Clinical Social Worker, or Licensed Developmental Psychologist).** The Clinical Supervisor will be responsible for day-to-day oversight of Welcome Baby home visitation staff. They will oversee Parent Coach Team Supervisors and Registered Nurses (RNs) and ensure staff are properly trained, receive reflective supervision, and provide empathetic and client-centered services for clients. The Clinical Supervisor will work closely with the Project Director and Data and Evaluation Manager to monitor progress in achieving program goals and objectives. It is expected that the Clinical Supervisor would be hired by the community-based partner or entity.

  o Supports and trains staff on identifying client strengths, needs, barriers and risks and identifies community resources for families in need.

  o Provides reflective supervision for individual staff on a weekly basis and a biweekly group basis for all home visitation staff.

  o Works closely with the Project Director to implement documentation, training, procedures, policies and protocols.

  o Ensures the quality of the program by overseeing services provided through periodic shadowing of home visits and conducting regular chart reviews.

  o Works closely with the Outreach Specialist(s) conducting outreach and Hospital Liaisons to track enrollment of new clients and assign cases to Parent Coaches and Welcome Baby Nurses in a timely manner.

  o Tracks client enrollment and forecasts upcoming visits in order to assign cases and monitor visits for each Parent Coach and Welcome Baby Nurse in a fair and equitable manner.

  o Provides consultation to all program staff on high risk clinical issues such as mental illness, developmental delays, child abuse and family violence to ensure that the needed support and follow-up is provided.

  o Conducts ongoing team building activities to enhance employee relations and teamwork.

  o Mentors and assists with ongoing training of employees to ensure that they are modeling empathy and providing holistic and strength-based services.

  o Explores and identifies new referrals and resources for clients.

  o Assists with and provides ongoing staff development related to the issues and needs of clients such as maternal and infant health, breastfeeding, parenting, attachment, home safety, family planning and child development.

• **Data and Evaluation Manager (suggested qualifications include B.A. or Masters level in Public Health, Public Administration or related field, with experience in program evaluation and data management).** The Data and Evaluation Manager assists the Program Director with program implementation and evaluation activities related to ensuring delivery of quality services and achievement of program goals.
The Data and Evaluation Manager also works closely with the Program Director and Clinical Supervisor to develop and implement systems for program management, monitoring, quality assurance and reporting of outcome measures. The Data and Evaluation Manager will trouble-shoot data system problems and barriers to accurate program evaluation on an on-going basis, as well as implement data quality assessment procedures to review data validity and implement quality assurance tools. It is expected that the Data and Evaluation Manager would be hired by the community-based partner or entity.

- Works closely with the Program Director and Clinical Supervisor to develop and assess programmatic goals and structure.
- Assists in the development and improvement of programmatic protocols to ensure the quality of service delivery, data collection and evaluation.
- Develops and implements systems for ongoing program management and assessment of outcomes.
- Provides feedback on successful program monitoring strategies to help achieve program goals and objectives.
- Works with the Family Strengthening Oversight Entity and First 5 LA to ensure the accuracy of outcome measure reports.
- Implements quality assessment tools to ensure that all client data is entered in a timely manner by program staff and the data entry clerk.
- Assists with regular chart reviews to ensure the accurate collection and entry of data and adherence to program protocols.
- Develops and implements a quality improvement plan.
- Assists with the preparation of quarterly and year end program reports for First 5 LA.
- Attends partner meetings, Oversight Entity led meetings, and other community meetings, as appropriate.

**Outreach Specialist (suggested qualifications include: Bachelor’s degree in child development, social work, psychology, human development, or a related field or Child Development Associate (CDA) certification preferred).** The Outreach Specialist will conduct community outreach at health centers, provider offices and other social service sites aimed at recruiting and enrolling eligible clients into the Welcome Baby program. The Outreach Specialist will also be responsible for developing relationships with key community contacts, maintaining prenatal outreach logs, following up with potential clients, and conducting client intakes. The Outreach Specialist will work closely with the Program Director, Clinical Supervisor, and other team members to provide input into the program documentation, training, procedures and overall structure of the program.

- Works closely with all program staff to provide a continuum of services.
- Develops relationships with providers and community organizations.
- Participates in appropriate community meetings and marketing and communications efforts as needed.
- Provides input on communication and outreach strategies.
- Conducts outreach (group and one-on-one) at provider sites and community-based organizations to recruit potential clients.
Contacts potential clients from outreach to encourage participation in the program and enroll them, if appropriate.

Conducts client intakes, including collecting key information in a sensitive and nonjudgmental manner.

Develops trust and rapport with clients and provides support using an empathic and client-centered approach.

Identifies appropriate resources for clients and provides referrals as needed during the intake process.

Completes all needed paperwork for each client in a timely and organized manner, including clear and well written progress notes.

Provides intake data to the Clinical Supervisor and administrative support staff in a timely manner for client enrollment and assignment.

Updates and shares community resources.

Adheres to all program guidelines, policies and protocols and actively works toward achieving the goals of the program.

Attends and complete all trainings as needed.

Attends and participates in all staff meetings, bi-weekly group reflective supervision, and individual group reflective supervision.

**Welcome Baby Home Visitation Staff**

- Parent Coaches (suggested qualifications include: Bachelor’s degree in child development, social work, psychology, human development or related field, Child Development Associate (CDA) and experience in providing home visitation services, or community health worker/promotora). These Parent Coaches will conduct the prenatal and postpartum visits in the home and over the phone. Parent Coaches are responsible for supporting families, conducting assessments and providing parent education in the areas of prenatal and postnatal care, breastfeeding, parent-infant attachment, child development, home safety and other maternal and child health related topics. They will also help identify client strengths, needs, barriers and risks and provide community resources for those needs and provide and model empathetic support and feedback when working with new moms, babies and family members. It is expected that Parent Coaches would be hired by the community-based partner or entity.

  - Works closely with the Welcome Baby Nurses, other Parent Coaches, supervisors, and administrative staff to provide a continuum of services.
  - Develops trust and rapport with clients and provides support using an empathic and client centered approach.
  - Adheres to all program guidelines, policies and protocols and actively works toward achieving the goals of the program.
  - Effectively conducts required client assessments using standardized tools for maternal depression, parent-infant attachment, social support, developmental milestones, and home safety, as well as other non-standardized client assessments.
  - Assesses infant feeding and provides assistance and support as needed.
  - Provides information to clients about maternal and infant health, breastfeeding, parenting, attachment, home safety, family planning, child development and other related topics using a client-centered approach.
  - Identifies appropriate resources for clients and provide referrals as needed.
- Follows up with all needed referrals and resources for clients.
- Attends and completes all trainings, including successful completion of CLE training program.
- Attends and participates in all staff meetings, bi-monthly group reflective supervision, and weekly individual reflective supervision with Team Supervisor.
- Completes all needed paperwork for each client in a timely and organized manner, including clear and well written progress notes.
- Completes required data entry for each client in a timely manner.

**Hospital Liaisons (suggested qualifications include: Bachelor's degree in child development, social work, psychology human development or related field, or Medical Assistant certification and previous work experience in maternal and newborn health services preferred).** It is expected that most hospitals will elect to hire Hospital Liaisons as hospital staff. Participating hospitals may choose to hire this staff directly as hospital employees or partner with one or more community-based organizations or entities and provide access rights for the organization to conduct the hospital visit. If the hospital has partnered with one or more community-based organizations, it is expected that the hospital will coordinate with the organizations to identify prenatally enrolled clients and communicate the results of the risk screening assessment for appropriate referrals. Hospital Liaisons will be based in the hospital, engage families after delivery, and enroll new families into the program. They will then have to inform any organizations or entities the hospital may have partnered with of the new families information so home visits can be scheduled. Recommended Hospital Liaison qualifications include:

- Approaches prospective clients at bedside to introduce the program, verifies willingness to participate, obtains consent, and gathers referral information.
- Develops a file for each client recruited into the program, documenting all contacts with the family and agencies and completing data forms and program documentation.
- Develops trust and rapport with clients and provides support using an empathic and client centered approach.
- Adheres to all program guidelines, policies and protocols and actively works toward achieving the goals of the program.
- Conducts an interview with each client recruited into the program, observing parent-infant interaction; assessing involvement of father or other secondary caretaker, level of social support, infant feeding and maternal depression; and provides breastfeeding support and newborn health education.
- Effectively conducts required client assessments using standardized tools for maternal depression and a risk screening interview.
- Works closely with the Clinical Supervisor, Supervisor and administrative staff to provide a continuum of services.
- Confers with assigned nurse regarding need for any additional hospital services or referrals and assists with referral process, if needed.
- Collaborates and acts as liaison with other members of the healthcare team, including nurses, lactation specialists, social workers, and physician to coordinate provision of high-quality patient care.
- Attends and completes all trainings, including successful completion of CLE training program.
- Attends and participates in all home visitation staff meetings, including bi-monthly group reflective supervision.
- Completes all needed paperwork for each client in a timely and organized manner, including clear and well written progress notes.
- Completes required data entry for each client in a timely manner.

- **Registered Nurses (RNs).** Welcome Baby Nurses will be responsible for visiting families at that critical first home visit after discharge from the hospital. The Welcome Baby Nurse is responsible for supporting families, conducting maternal and newborn assessments and providing parent education in the areas of postnatal care, breastfeeding, parent-infant attachment, home safety and other maternal and child health related topics. They will also help identify client strengths, needs, barriers and risks and provide community resources for those needs and provide and model empathetic support and feedback when working with new moms, babies and family members.
  - Works closely with other Welcome Baby Nurses, Parent Coaches, supervisors, and administrative staff to provide a continuum of services.
  - Conducts home visits with postpartum clients within approximately one week of hospital discharge.
  - Develops trust and rapport with clients and provides support using an empathic and client centered approach.
  - Adheres to all program guidelines, policies and protocols and actively works toward achieving the goals of the program.
  - Conducts a maternal assessment of the client for postpartum recovery and signs and symptoms of postpartum complications.
  - Conducts a head to toe examination of the newborn to ensure healthy development, appropriate weight gain and assess for signs and symptoms of possible complications, such as jaundice or dehydration.
  - Assesses infant feeding and provide assistance and support as needed.
  - Effectively conducts required client assessments using standardized tools for maternal depression, parent-infant attachment, social support, home safety, as well as other non-standardized client assessments.
  - Refers clients to medical provider if any complications with the mother or infant are identified and provides referrals for other services as needed.
  - Provides information to clients about maternal and infant health, breastfeeding, parenting, attachment, home safety, family planning, infant behavior and other related topics using a client-centered approach.
  - Attends and completes all trainings, including successful completion of CLE training program.
  - Attends and participates in all staff meetings, bi-monthly group reflective supervision, and weekly individual reflective supervision with Clinical Supervisor.
  - Completes all needed paperwork for each client in a timely and organized manner, including clear and well written progress notes.