

REPORT ON LOSS CONTROL SERVICES



2015



2015 Report on Loss Control Services

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Introduction

The Texas Council Risk Management Fund was created to meet the risk management needs of Texas community centers. It provides a self-insurance program for its members, reduces costs by pooling risks and provides comprehensive safety, loss control and risk management services.

The Fund approaches safety and loss control by working as a partner with member community centers to reduce risks that are inherent in their operations. Prevention of accidents and reduction of risks are goals shared by all Fund members in their daily operations. The Fund reinforces member efforts by providing a range of loss prevention services tailored to their operations. These value-added services have been developed over the years as needs are identified and have evolved to include workshops, leadership training, online training and analytical tools. Examples include:

- Safety and risk management training courses designed around community center operations and exposures
- Surveys and consultations identify members' exposures and provide recommendations for addressing risk and safety issues
- Online safety training courses and other resources available to help train employees
- Online reports provide members the ability to analyze their own workers' compensation claims experience
- Leadership training addresses supervisor and management skills and helps prevent claims and losses from employment related litigation
- Risk management reviews of member operations, facilities and policies identify risk in any aspect of the member's business

For Additional Information and Assistance

The purpose of this report is to inform Fund members of the safety, loss control and risk management services that are available and how the Fund can assist community centers in efforts to control risk and reduce losses from claims. For additional information on loss control services, including surveys and consultations, training, and property appraisals, contact Janina Flores at 800-580-8922. For information and scheduling for Leadership training contact Dan Hernandez also at 800-580-8922. Richard Wigzell provides risk management consulting that looks at risk issues in all areas of center operations and policies. He can be reached at the same 800 number or at 512-427-2438 or through the "contact us" form on the Fund's web site, www.tcrmf.org.

1. Services Available

Safety Surveys and Consultations

Loss prevention visits by the Fund's safety professionals are conducted for many members during the year. Activities include safety surveys, training in the use of claims and loss information, consultations on safety problems and assistance with development of loss prevention policies and procedures. The loss prevention staff conducts in-depth surveys of member facilities to identify potential hazards and to develop recommendations for corrective actions. Recommendations are provided to leaders and managers based on the survey results. In addition, the Fund's loss prevention staff is available to assist in implementing any needed changes.

Surveys focus on the facilities, vehicles, and equipment used in the member's services as well as the member's loss prevention policies and procedures.

- Follow-up surveys are conducted for Fund members as needed. Loss prevention visits are conducted several times each year for larger community centers with multiple facilities and programs.
- Loss prevention staff meets with safety committees, safety officers, managers, and other community centers and authority staff to provide safety-related training and to discuss loss trends, recommendations and safety program needs.

Safety Seminars and Training

The Fund's loss prevention consultants provide the following types of training for member community centers:

- **Van Driver Training** Specialized training is provided for any center employee who drives vans used to transport clients and clients in wheelchairs. Consultants also train the trainers for this required training.
- **Regional safety training.** This program is designed for all persons who have responsibility for safety within their community centers. The course provides in-depth instruction that equips participants with the tools necessary to design and implement site-specific safety programs for their facilities and operations. Each year, the Fund conducts several regional training programs in different parts of the state. The Fund sends flyers and registration information for these seminars to executive directors, management and other staff members who are involved in safety and risk management. The workshops are offered without cost to members.
- **Defensive driving.** The Fund offers a special driving program designed around the driving conditions and vehicles used by community center employees. This two hour course is provided by the Fund's loss prevention staff at members' locations.

The Fund also offers training on the following topics at members' locations:

- Accident investigation
- Safety management for supervisors
- Workstation design and cumulative trauma
- Preventing cumulative trauma injuries
- Hazard communication

- Safety Committee organization and coaching
- Client interaction injury prevention

Additional information on these training programs is provided in Exhibit A of this report.

Leadership Training

The Fund recognizes the value of skilled, motivated managers in the everyday operations of Texas community centers. To better equip supervisors and managers, leadership training courses are available for members at their locations. Offerings include introductory management courses as well as more advanced topics designed to increase the skills and abilities of managers and supervisors. Courses can be tailored for specific center needs. Topics include:

- Performance management
- Effective coaching techniques
- Communication
- Managing diversity
- Managing generational differences
- Situational Leadership
- Business Communication
- Managing Difficult People
- Coaching for Accountability
- Time Management
- Interviewing & Selection
- A Respectful Workplace
- Effective Delegation
- Executive Training Session

Risk Management Consulting

The services of an experienced risk management consultant are available to members of the Fund for consulting regarding any risk management issue. Services offered by the consultant include

- On site risk management surveys of all member risk management systems and infrastructure leading to a confidential report to management with recommendations,
- Contract review
- Insurance requirements
- Detailed Loss analysis
- Targeted training in risk related issues
- Assistance in development of policies and procedures related to safety and risk management

43 Online Training Courses

The Fund provides an online safety training program that is available through the Fund's web site. Fund member employees can access training on a variety of safety topics from a personal

computer. Forty-three different courses are available. Each course is highly interactive, and users can track their own progress through the training as well as print certificates of completion. A number of the courses are also presented in Spanish. A list of courses is found in Exhibit B of this report. If there are other courses you would like to see on the list, please contact the Fund.

Legal Loss Prevention

The Fund provides access to legal consultation for members that need assistance on particular legal issues. Members can contact Pam Beach, legal counsel for the Fund for any legal question related to center operations, employment matters, legislation and the Texas Administrative Code, contracts and center policies. Leaders and managers are encouraged to utilize this service prior to any significant employment decisions such as termination. The Fund also provides defense counsel highly qualified in center litigation and appellate work.

Property Valuations

The Fund's loss control professionals also conduct valuations of property that is covered by the Fund. The valuations help ensure that scheduled values accurately reflect replacement cost. Actual physical valuations take place on a rotating basis with calculated updates on all insured properties each year based on construction costs, inflation and local factors provided by a national construction database service, Marshall & Swift.

Additional Resources

The Fund has developed and makes available additional resources to assist community centers in their operations. These are intended to help avoid pitfalls that can develop into costly claims.

News and information: The quarterly *Risk Advisor* newsletter keeps members informed of current trends and developments in safety, risk management and loss prevention. Copies are available in print form and for electronic distribution. The most recent issues are also posted on the Fund's web site (www.twcarmf.org, "News and Events" page).

Bulletins and special reports: Bulletins and special reports address specific loss prevention issues. These are issued as problems and needs are identified. For example:

- The Fund has prepared a "Hurricane Preparedness" bulletin that provides an overview of key steps to consider in planning and preparing for a hurricane. It also provides a listing of important resources that can help community centers in its disaster preparations as well as in dealing with the aftermath of a storm. It is updated periodically for new information about storm surge and other preparedness developments
- "Guidelines for Insurance Requirements for Contractors" provides recommendations concerning the types and amounts of coverage that should be required of the contractors who work for community centers. The guidelines specify the lines of coverage and limits of liability for five different categories of services that may be provided by contractors.
- A "Claims Analysis Report" provides a detailed review of the Fund's claims experience for employee work-related injuries and third party liability incidents.

The report includes practical recommendations that allow managers to focus on some key areas to control losses for their community centers or authority.

- A “Risk Transfer” bulletin provides a discussion of risk transfer tools such as contracts, hold harmless agreements and funding risk transfer through insurance.
- Recent bulletin topics also include “Risk Management for Special Events,” “Flood Insurance” and “Risk Management Best Practices for Texas Community Centers.” Pdf copies of these bulletins are available on the Fund’s website at tcrmf.org.
- “Remote Site Safety Guidelines” offers tips and principles of safety for staff members who are visiting client homes or responding to emergencies.

Risk Alerts: Special bulletins about very current threats are also posted on line and through e-mail distribution. These usually concern approaching tropical storms, disease outbreaks, impending regulations, negative court decisions or effective risk management measures that should be implemented.

Risk Management Checklists include a Pre-Construction Risk Management Checklist and a Safety and Security Audit Checklist, both available online or by contacting the Fund.

2. Summary of Recent Activities

The Fund Administrator prepares an annual loss control work plan that is approved by the Fund's Board of Trustees. The plan includes specific types of activities and targeted levels of services such as loss control surveys and consultations as well as safety training sessions. The following is a summary of these activities during the past five years.

Fiscal Year	Surveys and Consultations	Training Sessions
2010-2011	107	18
2011-2012	106	7
2012-2013	103	5
2013-2014	100	7
2014-2015	111	25

Regional Training Sessions

The Fund's safety professionals conduct regional training sessions designed for community centers safety officers and managers. These one-day seminars address current safety issues and provide guidance for managing community center safety programs. Presenters discuss specific problems being encountered by Fund members and offer practical solutions to help reduce accidents and resulting losses. Sessions offered over the last two years focused on the basics and advanced topics for safety officers. Topics over the last five years have included:

- The top causes of accidents and injuries in community centers
- Safety inspections and audits
- Safety committees
- Windstorm hazards
- Preventing slip and fall injuries
- Accident investigation
- Job Safety Analysis
- Selling Safety (to management and fellow employees)
- Distractions in Driving
- Sprinkler Systems
- Food Handling Safety
- Remote Site Safety
- Life Safety Code
- Effective Emergency Drills
- Workplace Violence
- Identification, prevention and Control of Bed Bugs and Head Lice

- Safety Officer Responsibilities, Structure and Metrics
- Site Safety Officers
- Repeat Workers' Compensation Claimants
- Intruders, Handguns and Security

Regional Safety Training 2010-2015

Year	Location	Date
2011	Tyler Corpus Christi Lubbock Houston Granbury	May 4 May 8 June 22 July 7 July 27
2012	Tyler Big Spring Corpus Christi Houston Granbury	April 11 April 25 June 6 July 11 July 25
2013	Tyler Big Spring Corpus Christi Houston Granbury	April 10 April 24 June 5 July 24 July 10
2014	Tyler Big Spring Corpus Christi Fort Worth Houston	May 7 May 21 June 4 July 10 July 18
2014	Tyler Big Spring Corpus Christi Houston Fort Worth	May 12 May 21 June 4 June 24 & 25 July 9

Property and Casualty Claims Workshops

The Fund also sponsors workshops and seminars on claims management and safety issues. Sessions held during the past few years include:

- Property/Casualty Claims Workshop, April 8, 2011
- Property/Casualty Claims Workshop, September 20, 2013
- Property/Casualty Claims Workshop, September 24, 2015

Topics have included:

- Workers' Compensation Reserving Practices
- Avoiding Termination Pitfalls
- Employee vs. Contractor
- The Bastrop Complex Fire
- Public Relations Risk Management
- Hot topics from the Recent Texas Legislative Session
- Privacy Issues for Government Employees
- Successful Subrogation
- Preventing Employment Claims
- Avoiding and Navigating Fair Labor Standards Act (FLSA) Claims
- Catastrophic Event Communications
- Anatomy of a Workers' Compensation Claim
- Update on the Political Subdivision Workers Compensation Alliance
- "Is this covered?"
- Employee Use of Personal Autos

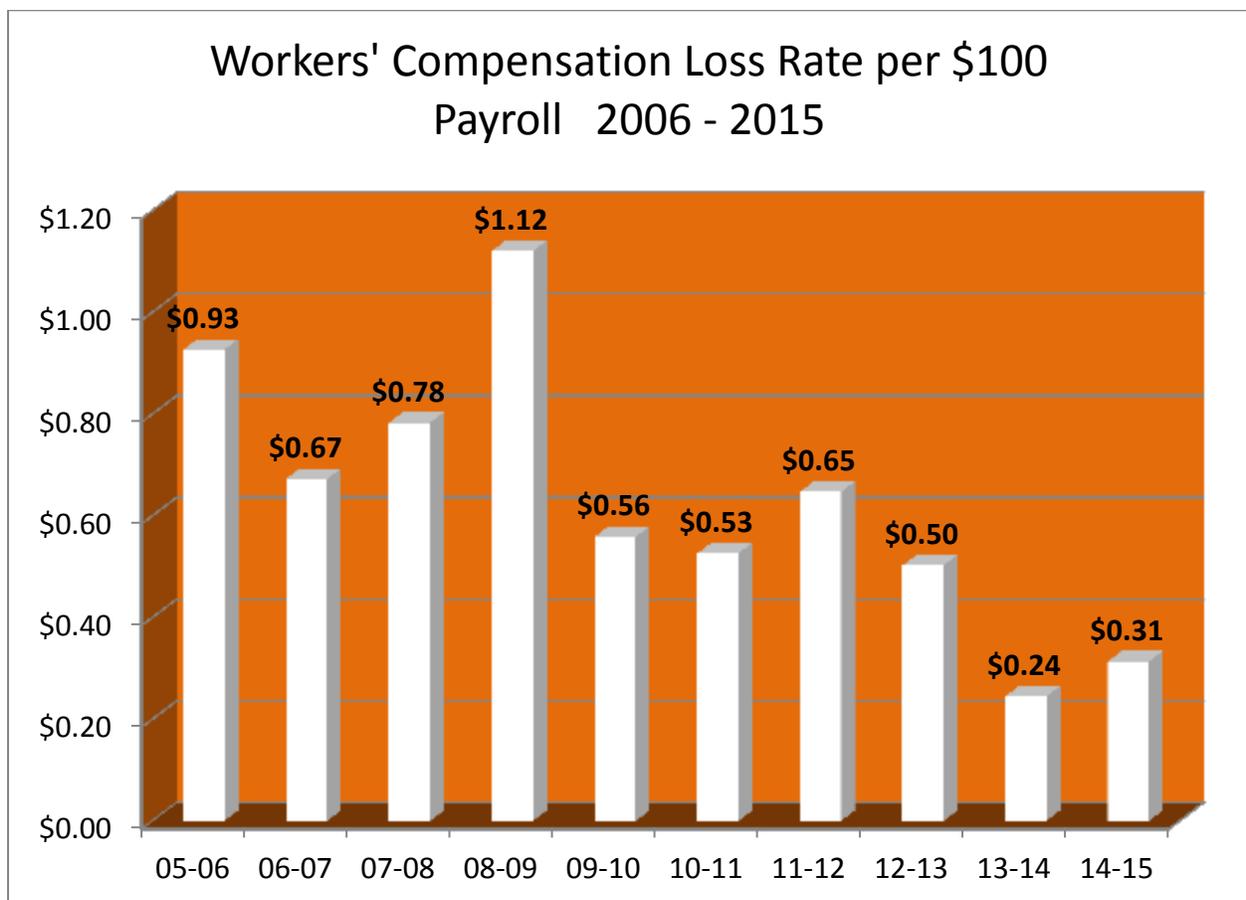
3. Loss Information

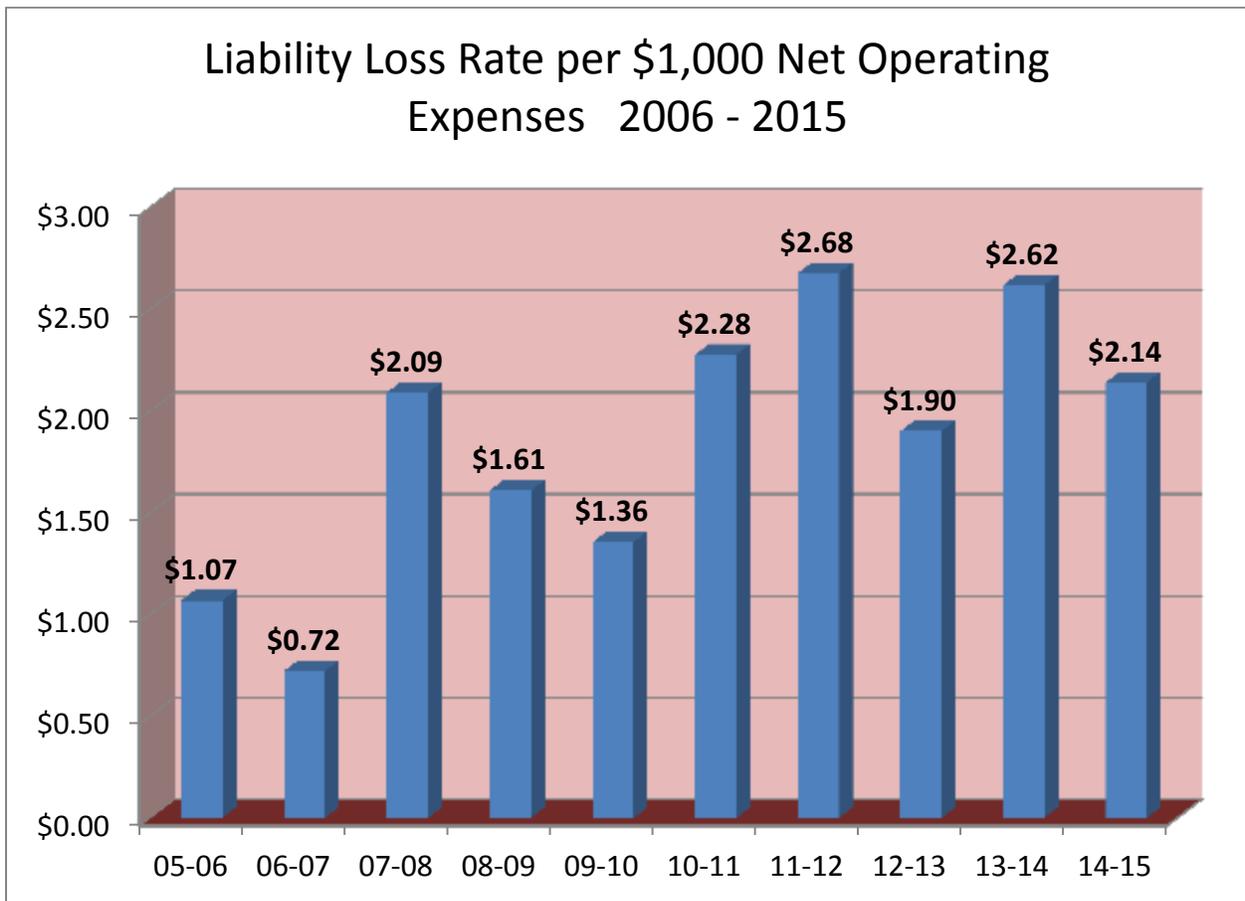
The Fund's Claims Experience

Monitoring claims experience is an important part of loss control. The charts that follow illustrate trends for the Fund in workers' compensation, liability, and property losses over the past ten years. The loss rates are calculated in relation to measures of the Fund's exposures—total payroll for workers' compensation, net operating expenditures for liability and total property values for property claims. The totals include figures from every Fund member as of the end of each Fund year.

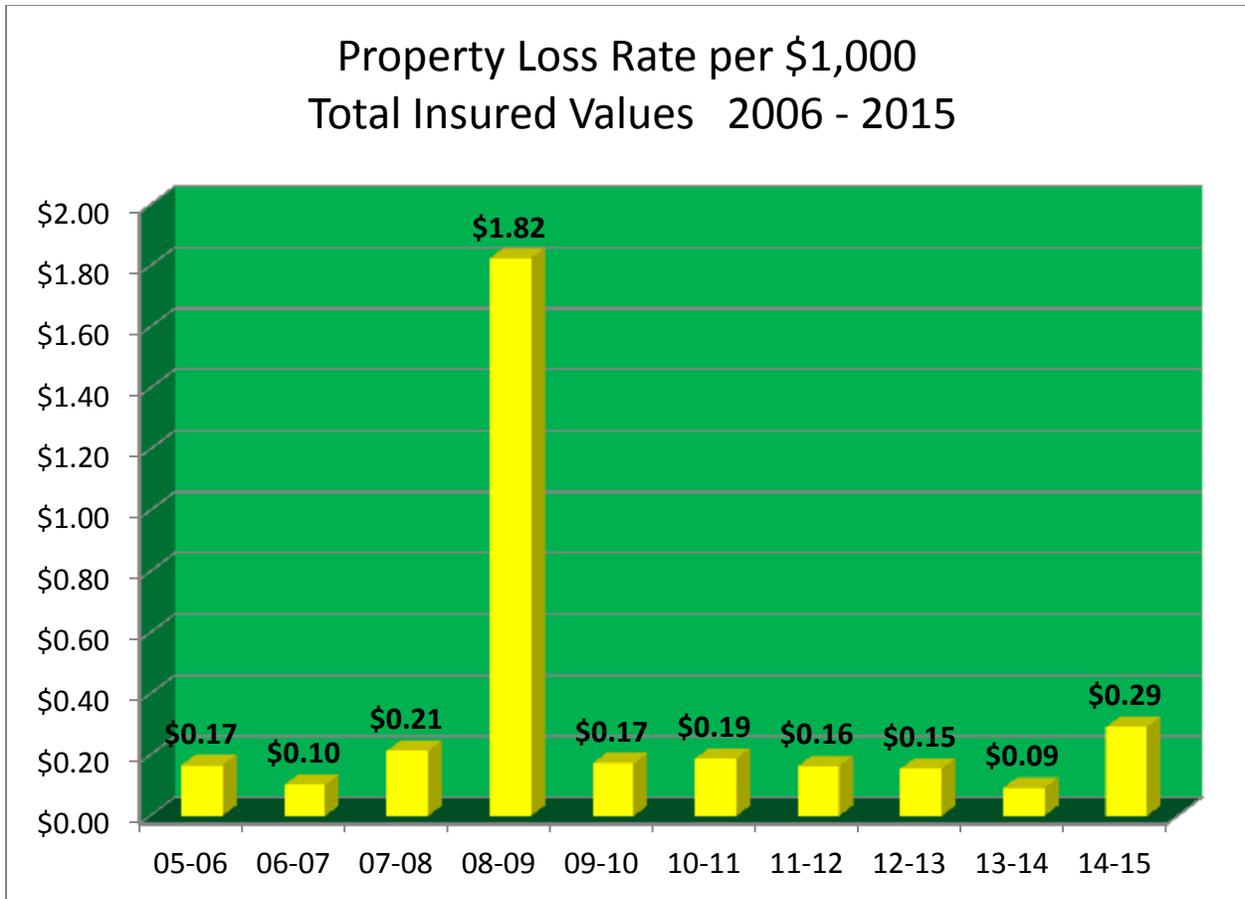
Workers' compensation claims are the greatest exposure for the Fund, accounting for 44 percent of all losses over the last ten complete years. Liability claims have accounted for 26 percent of total losses and property claims accounted for 29 percent. Errors and Omissions claims (mostly employment related) were the largest source of liability claims, accounting for nearly 47% of total liability claims costs.

Loss Rate by Program





Liability losses include automobile liability losses, general liability, professional liability and errors and omissions claims. The steady increase in claim cost since 2006 is due to two major factors. One is the increase in the number of employees in the community center system who drive as part of their duties for a center. Automobile accidents have increase in number and severity as centers have grown. The second factor is that there are more claims for allegations of discrimination and wage and hour violations. Most of these allegations are successfully defended and dismissed, but the cost of litigation contributes to the claim totals.

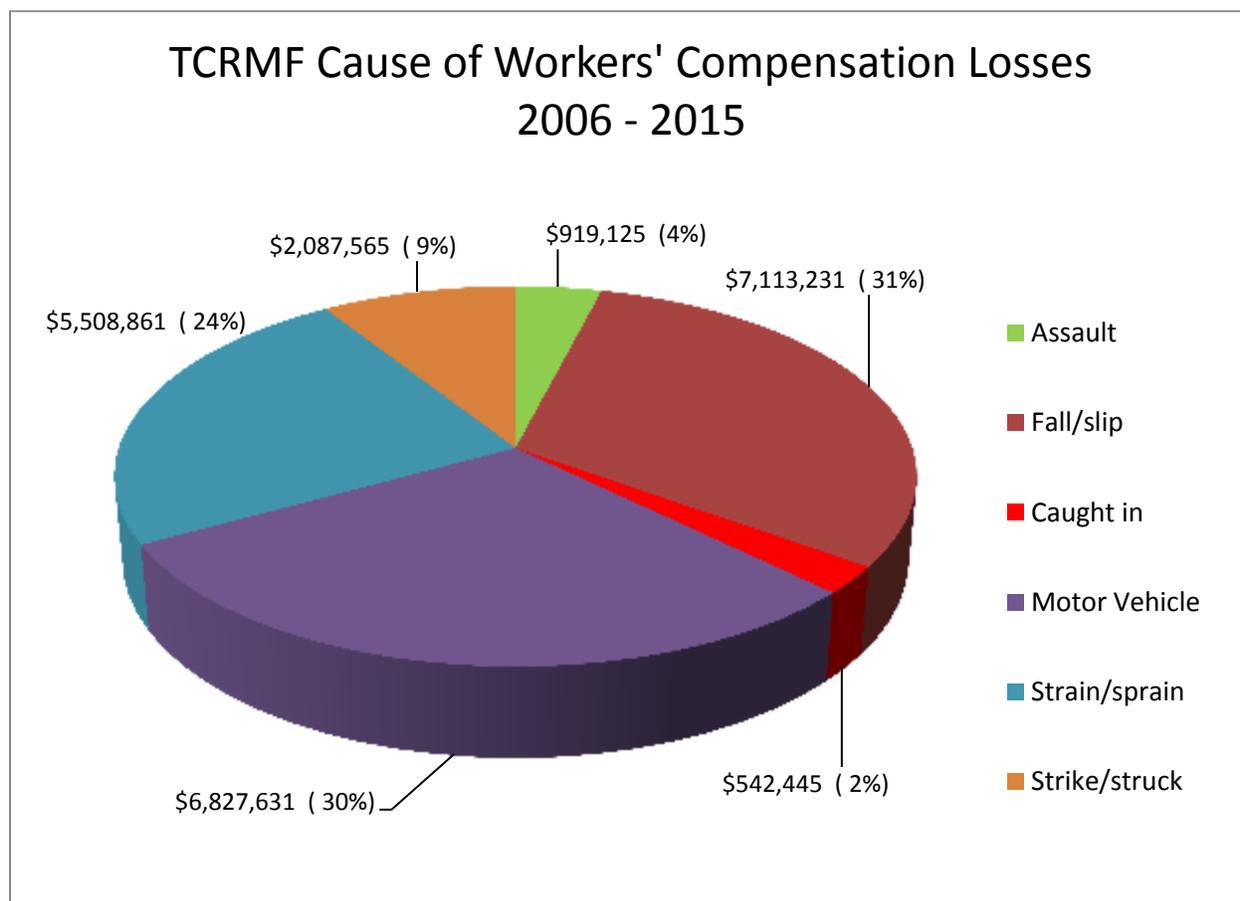


The absence of tropical storm activity on the Texas coast has contributed to the decrease in Property loss rates since the impact of Hurricane Ike spiked loss totals in 2008/2009. The recent increase in losses is due several severe hail storms that pounded widespread areas of Texas in spring of 2015.

4. Analysis of Data

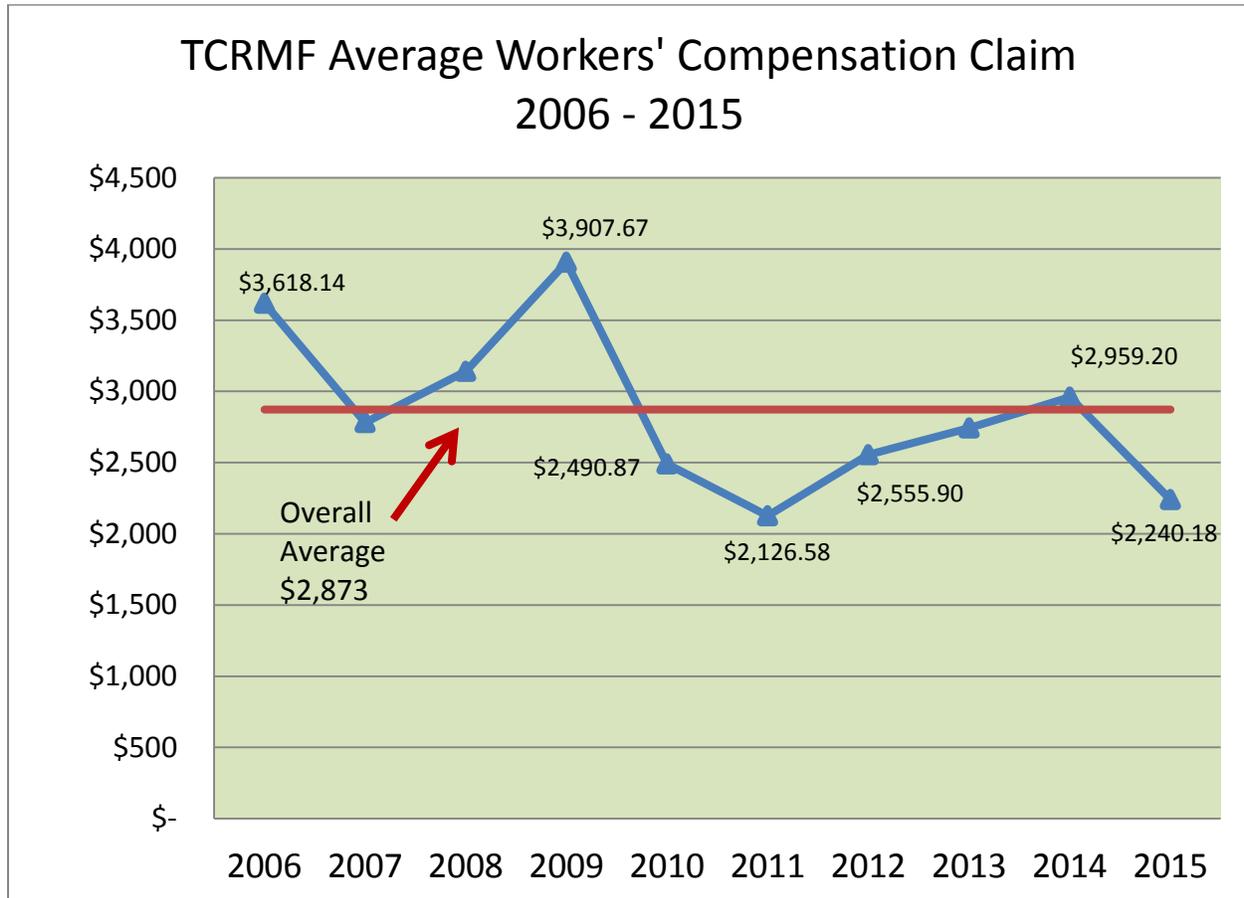
Analysis of workers' compensation claims and loss history is helpful for measuring the progress of an organization's loss control efforts. Trends in overall losses can be examined to identify annual performance and seasonal variations. Losses should also be analyzed by categories such as occupation, location, type of accident, and body part injured. This type of information can be used to help pinpoint high risk areas and to develop measures to reduce the potential for future claims. A recent analysis of the Fund's workers' compensation losses illustrates the kind of information available to members. An understanding of the causes of claims can lead to effective prevention measures. The following charts and tables were presented as part of the series of Regional Safety Seminars completed in June of 2015.

The first chart depicts the major causes of workers' compensation claims for all members of the Fund during the last ten complete years. The top three causes are strain injuries, motor vehicle accidents or slips and falls. This is a consistent pattern in all claim years. Fund members can reliably target these three causes and know that they will have a positive impact on reducing costs.

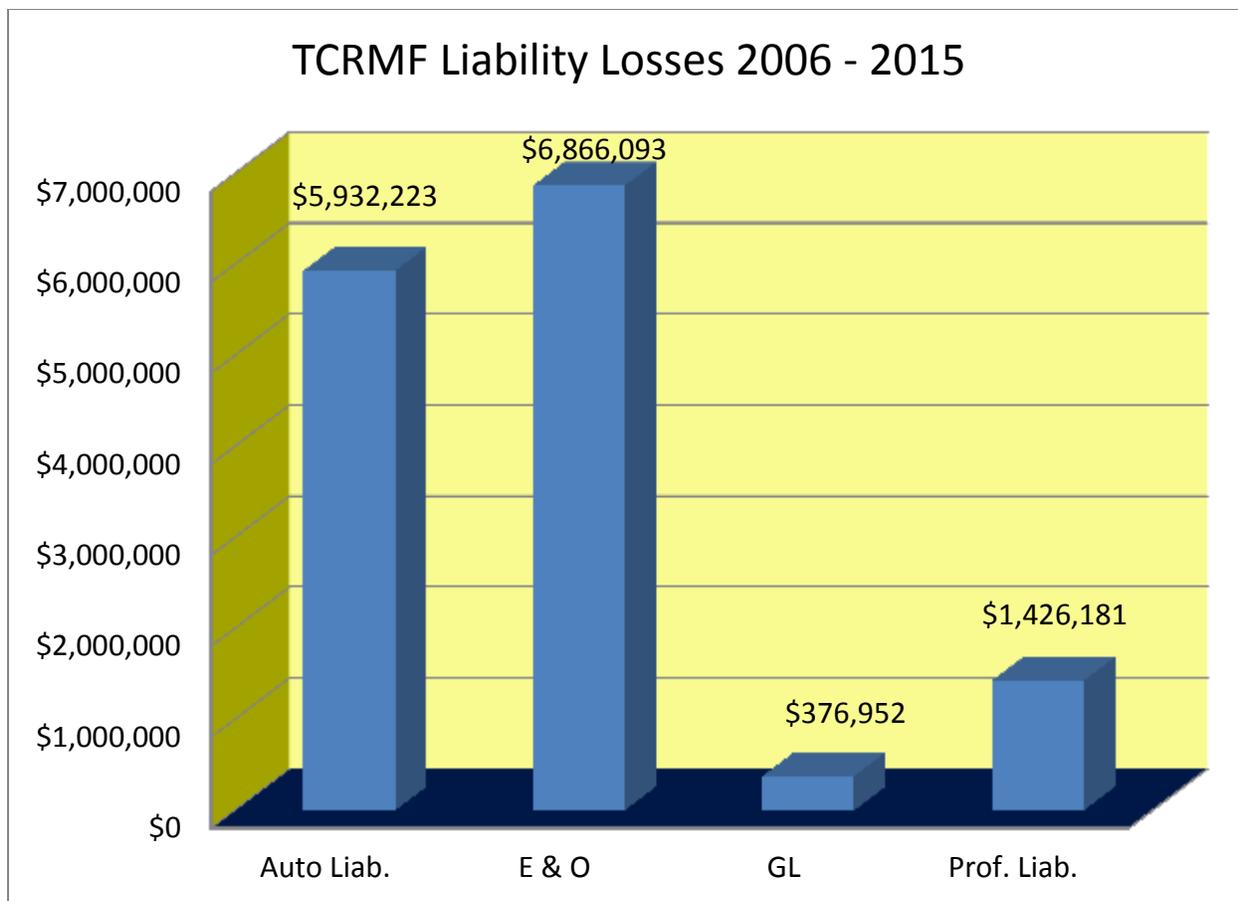


The next chart illustrates the average cost of a workers' compensation claim each year. There is fluctuation, but the trend shows an overall decrease in average cost. Although the average for 2015 is a lot less than the average for 2009, the values of the claim will likely increase as they develop

over time. The overall decrease is due to effective medical cost control and concerted efforts by members to reduce the number of claims and get injured workers back to work sooner.



Significant cost reduction measures include medical bill review, use of the network of qualified medical providers available to members through the Political Subdivision Workers' Compensation Alliance, pre-authorization for certain medical procedures, use of nurse case managers for severe or complicated cases and claim coordination with the member's early return to work programs.



General Liability claims are usually the result of a visitor to the center being injured on the premises. Center facilities are usually very safe so injuries are uncommon. Automobile Liability losses occur when a center employee on center business causes an accident resulting in injury or property damage. Fleet operations are a very important area where a strong emphasis on safety can be effective. Careful route planning, allowing plenty of time to reach clients' homes, using defensive driving techniques and prohibiting the use of cell phones while driving are all effective accident prevention measures. The professional standards of center staff who provide therapeutic services to clients usually insures the highest quality of care that prevents most claims for professional liability. The costliest claims are the result of employment actions. The discipline or termination of employees may result in allegations of discrimination or retaliation that the Fund defends vigorously. Careful documentation of employee performance, evaluation and disciplinary processes help prevent and defend employment related claims. Another recently implemented measure is the use of arbitration agreements between employees and the center to govern the resolution of employment actions alleging discrimination, wage and hour or other types of complaints.

5. Safety Awards

Each year the Texas Council Risk Management Fund recognizes several community centers for their superior performance in safety and loss control. These awards are presented because safety and loss prevention are core values of the Fund and the Board of Trustees wants to recognize members that excel in these areas.

The annual safety awards are usually presented at the Texas Council's Annual Meeting. There are four categories of winners: Workers' Compensation, Liability, Automobile Fleet and an overall Excellence in Risk Management Award. The awards are based on members' workers' compensation, liability and automobile claims compared to measures of each center's exposure to loss. In workers' compensation the exposure is measured by payroll. Liability losses are compared against a center's net operating expenditures while the automobile award is computed on a per vehicle basis. The award ratios are calculated using five years of loss and exposure data.

In each award category the center with the best record receives an award named for one of the early founders and proponents of the Fund's risk management approach. The top performer in Workers' Compensation wins the William E. Hall Jr. Excellence in Workers' Compensation Loss Prevention Award. The Liability winner receives the Dick DeSanto Excellence in Liability Loss Prevention Award. The overall winner receives the Excellence in Risk Management Award named for the founding board chair and tireless advocate of the Fund and effective risk management, Betty Hardwick.

Following is a list of the winners over the past five years:

2015

Betty Hardwick Excellence in Risk Management

Andrews Center Behavioral Healthcare System

William E. Hall Jr. Excellence in Workers' Compensation Loss Prevention Award

Central Counties Services

Outstanding Achievement in Workers' Compensation Loss Prevention Award

Gulf Bend Center

Austin Travis County Integral Care

Dick DeSanto Excellence in Liability Loss Prevention Award

West Texas Centers

Outstanding Achievement in Liability Loss Prevention Award

Pecan Valley Centers for Behavioral and Developmental Healthcare

Tropical Texas Behavioral Health

Outstanding Achievement in Vehicle Fleet Safety

Permian Basin Community Centers for MHMR

2014**Betty Hardwick Excellence in Risk Management**

Austin Travis County Integral Care

William E. Hall Jr. Excellence in Workers' Compensation Loss Prevention Award

Central Counties Services

Outstanding Achievement in Workers' Compensation Loss Prevention Award

Gulf Bend Center

MHMR Authority of Harris County

Dick DeSanto Excellence in Liability Loss Prevention Award

West Texas Centers

Betty Hardwick Center

Outstanding Achievement in Liability Loss Prevention Award

Spindletop Center

Outstanding Achievement in Vehicle Fleet Safety

Tropical Texas Behavioral Health

2013**Betty Hardwick Excellence in Risk Management**

West Texas Centers

William E. Hall Jr. Excellence in Workers' Compensation Loss Prevention Award

Central Counties Services

Outstanding Achievement in Workers' Compensation Loss Prevention Award

Gulf Bend Center

Austin Travis County Integral Care

Dick DeSanto Excellence in Liability Loss Prevention Award

ACCESS

Outstanding Achievement in Liability Loss Prevention Award

Behavioral Health Center of Nueces County

MHMR Authority of Harris County

Outstanding Achievement in Vehicle Fleet Safety

ACCESS

2012**Betty Hardwick Excellence in Risk Management**

Bluebonnet Trails Community Services

William E. Hall Jr. Excellence in Workers' Compensation Loss Prevention Award

Austin Travis County Integral Care

Outstanding Achievement in Workers' Compensation Loss Prevention Award

Camino Real Community Services

MHMR Services of the Concho Valley

Dick DeSanto Excellence in Liability Loss Prevention Award

West Texas Centers

ACCESS

Outstanding Achievement in Liability Loss Prevention Award

Community Healthcore

Outstanding Achievement in Vehicle Fleet Safety

ACCESS

2011**Betty Hardwick Excellence in Risk Management**

Bluebonnet Trails Community Services

William E. Hall Jr. Excellence in Workers' Compensation Loss Prevention Award

MHMR Services of the Concho Valley

Outstanding Achievement in Workers' Compensation Loss Prevention Award

Camino Real Community Services

Austin Travis County Integral Care

Dick DeSanto Excellence in Liability Loss Prevention Award

West Texas Centers

Outstanding Achievement in Liability Loss Prevention Award

ACCESS

Spindletop Center

Outstanding Achievement in Vehicle Fleet Safety

Camino Real Community Services

6. Overview of Safety Training Programs

1. Van Driver Training

Specialized training is provided for any center employee who drives vans used to transport clients and clients in wheelchairs. Consultants also train the trainers for this required training. Key elements of this training include:

- Vehicle Inspection
- Understanding the size, weight and maneuverability of the vehicle
- Wheel chair lift and tie down procedures
- Visibility issues
- Hands on driving practice and evaluation

2. Driving: Survival on the Road

Vehicle accidents are one of the greatest liability exposures for Fund members. These accidents often involve workers' compensation injuries as well as damage to member vehicles. This course is designed to educate participants about the types of accidents experienced by community centers drivers and proactive steps they can take to avoid mishaps. Topics include:

- Major causes of traffic accidents
- Accident avoidance techniques
- Unsafe vehicle conditions
- What to do if you are involved in an accident

3. Accident Investigation

Accident investigations determine how and why accidents and near misses occur. By using the information gained through an investigation, a similar or more serious accident may be prevented. This course covers procedures and techniques for investigation of accidents. It is designed for safety officers, supervisors and managers. Topics include:

- Fact finding in response to general liability, automobile, and workers' compensation cases
- What questions to ask; what not to ask
- What to document; how to document
- Determining what went wrong with the system
- Interviewing techniques
- Reporting of findings
- Root cause analysis

4. Safety Management for Supervisors

Supervisors play a key role in helping employees prevent injuries as well as working with those who have been injured on the job. This course is designed for first level supervisors and is intended to increase awareness of workers' compensation exposures and provide methods for working with employees who have been involved in an accident on the job. Topics include:

- Supervisors' responsibilities for loss prevention
- Costs of workers' compensation claims
- Return-to-work/modified duty programs
- The hiring process; how to avoid hiring an unsafe worker
- Coaching, counseling, and termination

5. Workstation Design and Cumulative Trauma

Some workplace injuries can be caused by long-term use of machines and equipment in workstations that are improperly designed. To prevent cumulative trauma, employees need to understand how work habits can increase the potential for injuries over time. Prior to the course an ergonomic survey should be conducted to identify any problems in the work area of the group to be trained. Solutions to problems found are discussed during the course. Handouts include guidelines and checklists. Topics include:

- How to set up and maintain a workstation
- Human physical characteristics and their relationship to the work environment
- Posture
- Arm and hand positions
- Good and bad work habits
- Taking proper breaks
- Identifying problems before they cause injuries

6. Hazard Communication Standard

Employees need to be aware of hazardous materials used in the workplace and how to prevent or minimize exposure. This course covers the state's hazard communication requirements (or right-to-know laws) and provides employees with knowledge need to avoid harmful exposure. Topics include:

- Hazard communication policy
- Globally Harmonized System of Classification and Labeling of Chemicals
- Identification of hazards
- Safety data sheets (SDSs)
- Labels and warning information
- Employee training and information

7. Online Safety Training

The Texas Council Risk Management Fund provides an online safety training program through the Fund's web site (www.tcrmf.org). Employees of community centers that are members of the Fund can access training on a variety of safety topics from a personal computer that has Internet access. Forty-three different courses are available. Each course is highly interactive, and users can track their own progress through the training as well as print certificates of completion.

This online training resource is being provided as an addition to the other training courses conducted by the Fund's professional safety consultants.

Online Courses

General Safety Training
Accident and Incident Investigation
Back Safety
Blood borne Pathogens
Compressed Gas Safety
Confined Space Entry
Drug-Free Workplace Orientation
Electrical Safety
Emergency and Disaster Preparedness
Emergency Evacuation and Egress Safety
Eye and Face Protection
Fall Protection
Field Biological Hazards
Fire Prevention
First Aid & CPR Academic Training
Forklift Safety
General Ergonomics
Hazard Communication
Hand and Power Tool Safety
Hearing Conservation
Indoor Crane and Sling Safety
Laboratory Safety
Ladder and Scaffolding Safety
Lockout/Tag out Training
Material Safety Data Sheets
Materials Handling & Storage
Pedestrian Safety Around Forklifts
Personal Protective Equipment
Respiratory Protection
Slips, Trips, & Falls
Spill Prevention and Control

General Safety Training
Trenching and Excavation Safety
Working Outdoors in Warm Weather Climates

Spanish Language Courses
Entrada en Espacios Reducidos
El Chofer Defensivo
Equipo de Protection Personal
Previniedo Resbalones, Tropezones Y Caidas

Driver Training
Defensive Driving
Light Trucks – Avoiding Collisions
Light Trucks – Backing Safety
Light Trucks – Driving Hazards
Light Trucks – Ergonomics
Light Trucks – Extreme Conditions
Light Trucks – Trailering

How it Works

Each community center has been assigned an account code to access the online training. Employees will need to register individually. They will enter their community centers account code on the registration page and set up a username and password. After registering, employees can then log on to individual courses using their username and password.

For Further Information

If you have questions about the online training system contact the Fund Administrator at 800-580-6467, or use the “Contact Us” link on the Fund’s web site.

8. Leadership Training

The Texas Council Risk Management Fund recognizes the correlation between good supervision and reduced claims and losses. We partner with our members to provide training to assist in mitigating and preventing losses. Skilled, motivated supervisors, managers and staff are crucial in building and maintaining safety and quality culture, and we understand that success depends on that knowledge. Our goal is to bring new ideas, insights and education on the latest trends and developments in areas relevant to effective supervision and management. The following table illustrates the breadth of the Leadership Training offerings and the number of centers and students served. The training is provided as a benefit and at no cost to TCRMF members.

Center	Training	# of Participants
BHC of Nueces County	Effective Delegation	14
BHC of Nueces County	Executive Training Session	8
BHC of Nueces County	Effective Delegation	14
BHC of Nueces County Total		36
Concho Valley	Coaching for Accountability	23
Concho Valley	Managing Difficult People	24
Concho Valley Total		47
MHMRA Harris County	SuperTrain Core for Supervisors	17
MHMRA Harris County	SuperTrain Core for Supervisors	17
MHMRA Harris County Total		34
Heart of Texas Region	Managing Difficult People	10
Heart of Texas Region	Managing Difficult People	10
Heart of Texas Region	Managing Difficult People	15
Heart of Texas Region	Managing Difficult People	15
Heart of Texas Region Total		50
Metrocare Services	Applied Ethics	7
Metrocare Services	Applied Ethics	7
Metrocare Services	Business Communication	9
Metrocare Services	Business Communication	9
Metrocare Services	Situational Leadership	6
Metrocare Services	Situational Leadership	6
Metrocare Services	Coaching for Accountability	19
Metrocare Services	A Respectful Workplace	27
Metrocare Services	Performance Management	20
Metrocare Services	Performance Management	20
Metrocare Services	SuperTrain Core for Supervisors	15

Metrocare Services	SuperTrain Core for Supervisors	15
Metrocare Services	SuperTrain Core for Supervisors	22
Metrocare Services	SuperTrain Core for Supervisors	22
Metrocare Services	Coaching for Accountability	13
Metrocare Services	Coaching for Accountability	13
Metrocare Services	Performance Management	19
Metrocare Services	Performance Management	19
Metrocare Services	It's All About Respect	19
Metrocare Services	It's All About Respect	19
Metrocare Services	Managing Difficult People	22
Metrocare Services	Dealing with Difficult People	24
Metrocare Services	Dealing with Difficult People	24
Metrocare Services	Dealing with Difficult People	18
Metrocare Services	Dealing with Difficult People	18
Metrocare Services	Dealing with Difficult People	19
Metrocare Services	Dealing with Difficult People	19
Metrocare Services	Time Management	17
Metrocare Services	Time Management	17
Metrocare Services	Time Management	20
Metrocare Services	Time Management	20
Metrocare Services Total		524
Pecan Valley Center	Managing Generations	11
Pecan Valley Center	Managing Generations	15
Pecan Valley Center	Managing Generations	16
Pecan Valley Center	Managing Generations	7
Pecan Valley Center	Time Management	16
Pecan Valley Center	Time Management	16
Pecan Valley Center	Time Management	16
Pecan Valley Center	Time Management	16
Pecan Valley Center	Time Management	21
Pecan Valley Center	Time Management	21
Pecan Valley Center	Time Management	20
Pecan Valley Center	Time Management	20
Pecan Valley Center Total		195
TriCounty Services	Time Management	27
TriCounty Services	Managing Difficult People	10
TriCounty Services	Managing Difficult People	10
TriCounty Services	Interviewing & Selection	12
TriCounty Services	Managing Up	12
TriCounty Services	Managing Up	12
TriCounty Services	Surviving or Thriving	28

TriCounty Services	Surviving or Thriving	28
TriCounty Services Total		139
West Texas Center	SuperTrain Core for Supervisors	18
West Texas Center	SuperTrain Core for Supervisors	18
West Texas Center Total		36
Total All Centers Trained		1,061

During the 2014/2015 Fund year, leadership training was provided for 1,061 individuals at eight different centers. There were 17 different courses taught in 63 sessions. The demand for Leadership training continues to grow as centers realize the value of this service in improving the effectiveness of their supervisors, managers and executive staff. The service is offered without charge to members of the Texas Council Risk Management Fund.

