

CCBHC-E National Training and Technical Assistance Center

CCBHC Rural Services

*Session 2: Workforce: Recruitment, Retention, and Innovations in Rural
Communities*

November 17, 2024

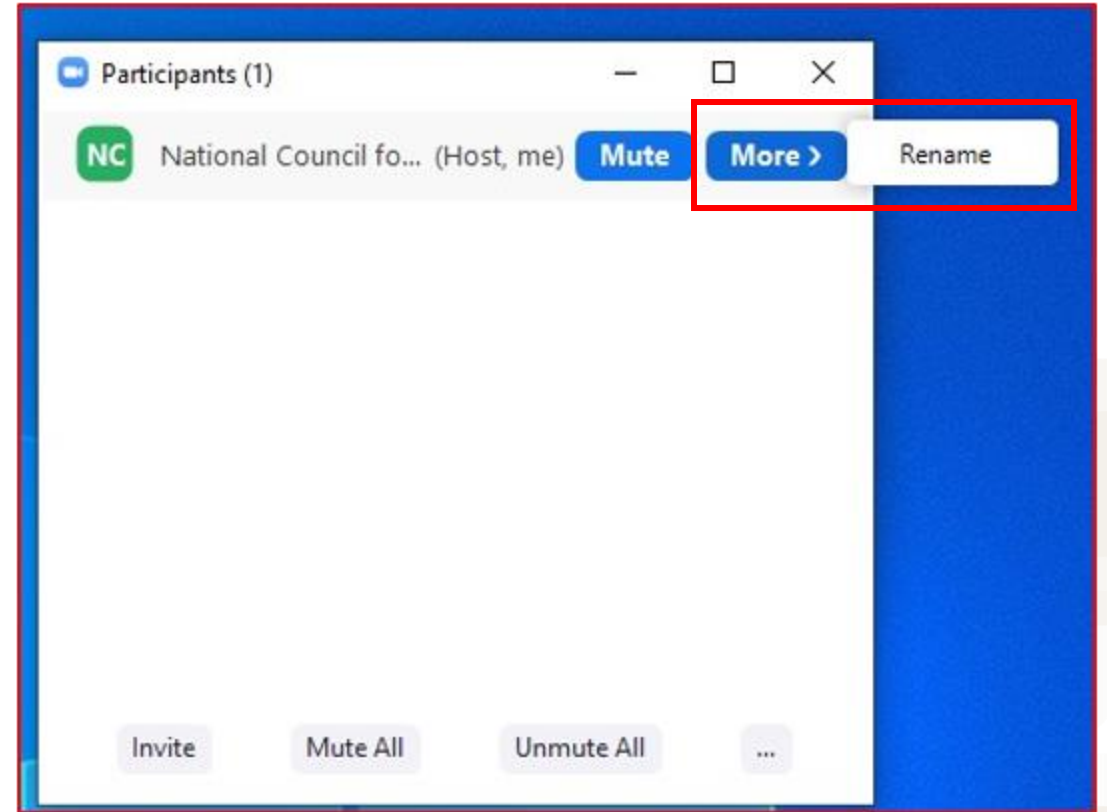
CCBHC-E National Training and Technical Assistance Center

Funded by Substance Abuse and Mental Health Services Administration and operated by the National Council for Mental Wellbeing

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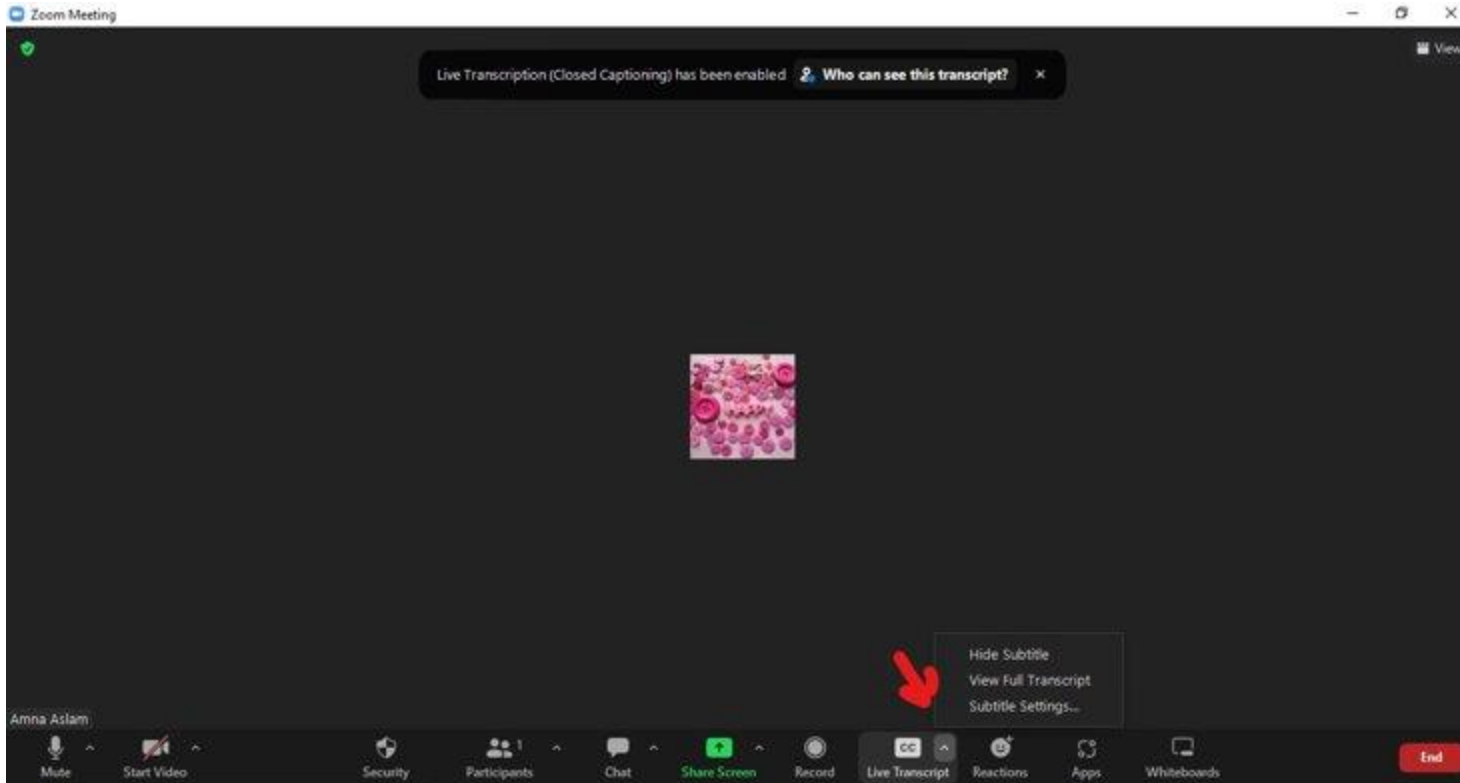
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- *For example:*
 - **Emma Hayes, National Council**
- *To rename yourself:*
 - Click on the **Participants** icon at the bottom of the screen
 - Find your name and hover your mouse over it
 - Click **Rename**
- If you are having any issues, please send a Zoom chat message to **D'ara Lemon, National Council**



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Learning Objectives

- Identify workforce challenges relevant to rural CCBHCs
- Increase strategies that support workforce innovations in rural CCBHCs
- Engage opportunity to learn from peers who have demonstrated workforce innovations



Your Learning Community Team



Renee Boak, MPH
Consultant and
Subject Matter Expert



Clement Nsiah, PhD, MS
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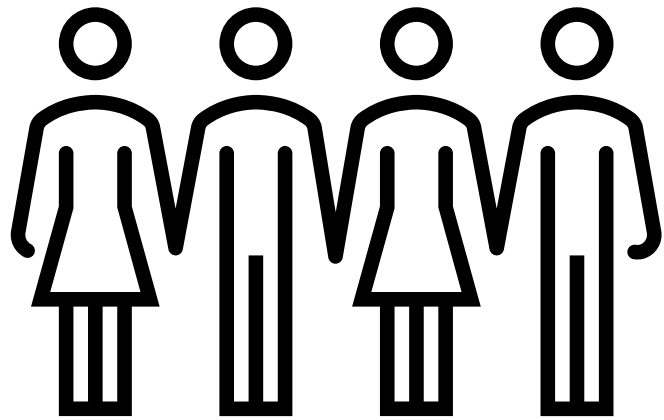


Roara Michael, MHA
Project Manager



Emma Hayes, MSW
Project Coordinator





Polling Questions

Polling Questions

Has your CCBHC been fully staffed since awarded funding?

Yes

No

Has your agency added new positions, disciplines, or subject matter experts as a result of CCBHC funding?

Yes

No

Polling Questions

How is your project director time allocated?

50% grant, 50% clinical leadership

50% grant, 50% providing services

100% grant

Other

What is your most significant hiring challenge?

Qualified staff

Competitive pay

Affordable housing/unable to relocate

All/combination of above



Rural Health

Reality of Rural Healthcare

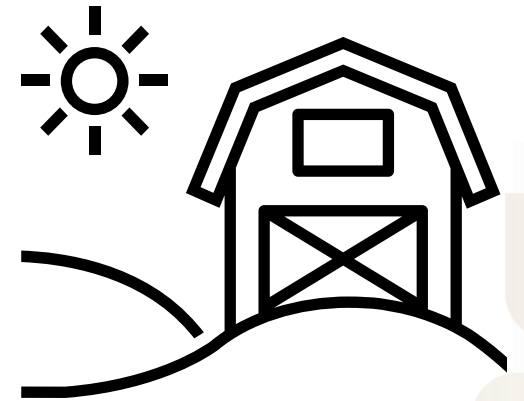
Rural Communities face a unique set of challenges and health inequities that are not seen in urban communities (transportation, internet and infrastructure, distance to provider, workforce shortages, etc.).

Approximately 63% of Primary Care Health Professional Shortage Areas are in rural areas and related to mental health and substance use treatment services, 65% of rural areas do not have a psychiatrist, and 47% do not have a psychologist.



Destigmatizing Mental Health and Substance Use Care in Rural Communities

- Addressing lack of anonymity in small towns
- Produce MH and SU awareness campaigns in well-used community locations
- Providing free educational opportunities for community members that can also be outreach
- Engaging peers and people with lived and living experience to share their experiences in safe spaces



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Solutions to Advance the Mental Health & Substance Use Treatment Workforce

The Center for Workforce Solutions



About Us



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for Mental Wellbeing



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Workforce Survey Findings, 2023



93%

have experienced **burnout**.



62%

have experienced **moderate or severe burnout**.



48%

say the impacts of **workforce shortages** have caused them to consider **other employment options**.

83%

worry that **shortages in the mental health and substance use treatment workforce** will **negatively impact society** as a whole.

1/3

OF THE WORKFORCE report spending most of their time on **administrative tasks**.



68%

of those who provide care to patients say the amount of time spent on administrative tasks **takes away from time they could be directly supporting clients**.

The research was conducted online within the U.S. by The Harris Poll on behalf of the National Council for Mental Wellbeing among 750 behavioral health employees (defined as adults age 18+ who work in the mental health and substance use treatment industry). The survey was conducted between Feb. 3-19, 2023. Data are weighted where necessary to align with their actual proportions in the population. For method details please contact: WilliamG@TheNationalCouncil.org



TheNationalCouncil.org

To make mental wellbeing, including recovery from substance use challenges, a reality for everyone.

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What else does the data tell us?

Our workforce remains passionate yet fatigued.

Despite challenges created by the workforce shortage, a majority of those in the behavioral health field remain passionate about and fulfilled by their work. Nearly all employees are satisfied with their ability to make a difference for their clients (96%) and to help others at their current job (95%).

We need solutions now.

The shortage shows no sign of easing. As of March 2023, there were 4,040 Mental Health Professional Shortage Areas in rural areas, with 2,141 practitioners needed to remove the designations.

The Center for Workforce Solutions

A collective impact initiative to revolutionize the mental health and substance use treatment workforce.

Mission: The Center for Workforce Solutions (CWS) brings together cross-sector partners to identify, elevate, and scale innovative solutions for persistent behavioral health workforce challenges. Through an equity-grounded shared strategy, advocacy, and training and technical assistance, we amplify effective solutions and drive systemic change.

Vision: A behavioral health system where timely, high-quality services are provided by an inclusive, accessible, sustainable, and thriving workforce.

Collaborative and Equity-Grounded Strategy

- Support cross-sector partners working at multiple levels of the system to execute solutions in concert to tackle complex recommendations and achieve meaningful impact.
- Coordination of multiple levers working together in concert to amplify effective solutions and drive systemic change.



**technology to be added*

Crosswalk of National Behavioral Health Workforce Recommendations

CWS compiled more than 400 recommendations from published reports by federal and state policymakers, national associations, foundations and other partners and stakeholders to serve as an actionable roadmap for addressing the behavioral health workforce crisis.

Organizations can explore the crosswalk summary, organized by key areas of change, to see where they can act toward creating a stronger, more equitable workforce.

You can download the resource on [our website!](#)



Crosswalk of National Behavioral Health Workforce Recommendations

The [National Council for Mental Wellbeing \(National Council\)](#) launched the [Center for Workforce Solutions](#) in 2023 in partnership with [The College for Behavioral Health Leadership \(CBHL\)](#) and [Health Management Associates \(HMA\)](#). The goal of this shared work is to build an equitable and sustainable workforce. The Center for Workforce Solutions is leveraging a [Collective Impact](#) approach to elevate solutions that require cross-sector implementers to work in concert to address long-standing challenges and complex multi-system solutions for expanding and solidifying the behavioral health workforce. As the backbone, the Center for Workforce Solutions will facilitate cross-sector action to implement tangible outcomes.



The Center for Workforce Solutions created a framework for multi-systemic levers of change required to drive action and has cross walked more than 400 recommendations from published reports by federal and state policymakers, national associations, foundations and many other partners. Every action and step needs to be considered, designed and implemented through an equity lens to ensure equity is embedded within action. These recommendations, organized by the framework levers, provide an actionable roadmap to addressing the behavioral health (BH) workforce crisis.

Tell Us...

What are current strategies or innovations that you are seeing in the field that are giving you hope?





Innovative Strategies & Solutions



Workforce Expansion

Examples from the Field

The National Mental Health Workforce Acceleration Collaborative (NMHWAC)

aims to increase the number of qualified licensed behavioral health clinicians, while increasing diversity in client-facing positions. The program partners with states, local universities and organizations to support professionals through licensure, including through providing clinical supervision, licensure examination preparation, technical assistance and more.

The infographic is divided into two main sections. The left section, titled 'Program Candidates: Unlicensed Clinicians', features a dark grey header with a white icon of three stylized human figures. Below the header, a light grey box contains a bulleted list of professions: Clinical social worker, Marriage and family therapist and other specialties, and Professional clinical counselor/professional counselor/mental health counselor. At the bottom of this section are three small, rounded square icons in orange, blue, and grey. The right section, titled 'Program Site Placements', has a dark blue header with a white icon of a building with a cross. Below the header, a light blue box contains a bulleted list of placement types: Academic medical institutions, Federally qualified health centers, Community health care clinics, Certified Community Behavioral Health Clinics (CCBHCs), Other nonprofit providers, and Health care systems (preference to nonprofits).

Apprenticeship and Work-Based Learning Program Components

- Earn while you learn
- Advancement targets through wage progression and competency acquisition
- Mentorship
- Apprenticeship supports
- Occupations often include Peer Support Workers, Substance Use Professionals, Behavioral Health Technicians, Community Health Workers

Learn about apprenticeship and work-based learning here: [The Landscape of Apprenticeship and Work-Based Learning Programs](#)



Quality and Accountability

Examples from the Field

Artificial Intelligence for reducing admin burden AI Technologies from companies like Eleos are easing the process of clinical documentation for providers working from the office and in the community. 90% of providers using Eleos Outreach reported a reduction in job-related stress.

How Does Eleos Outreach work?

- Step 1** A daily text message is sent to the provider's mobile phone linking to the secure Outreach application.
- Step 2** The provider follows the prompts in the Outreach application to generate clinical documentation and clicks submit.
- Step 3** Outreach auto-populates fields in the EHR and alerts the provider via text message that notes are ready for review.
- Step 4** The provider reviews the note in the EHR, makes any billing or note changes, and clicks submit.



Organizational Data mapping is a structured way to assess data collection efficiencies. Who is requiring this information? How and when do we collect it? Being able to measure redundant data collection and identify areas to streamline the documentation processes may reduce administration burden on staff.



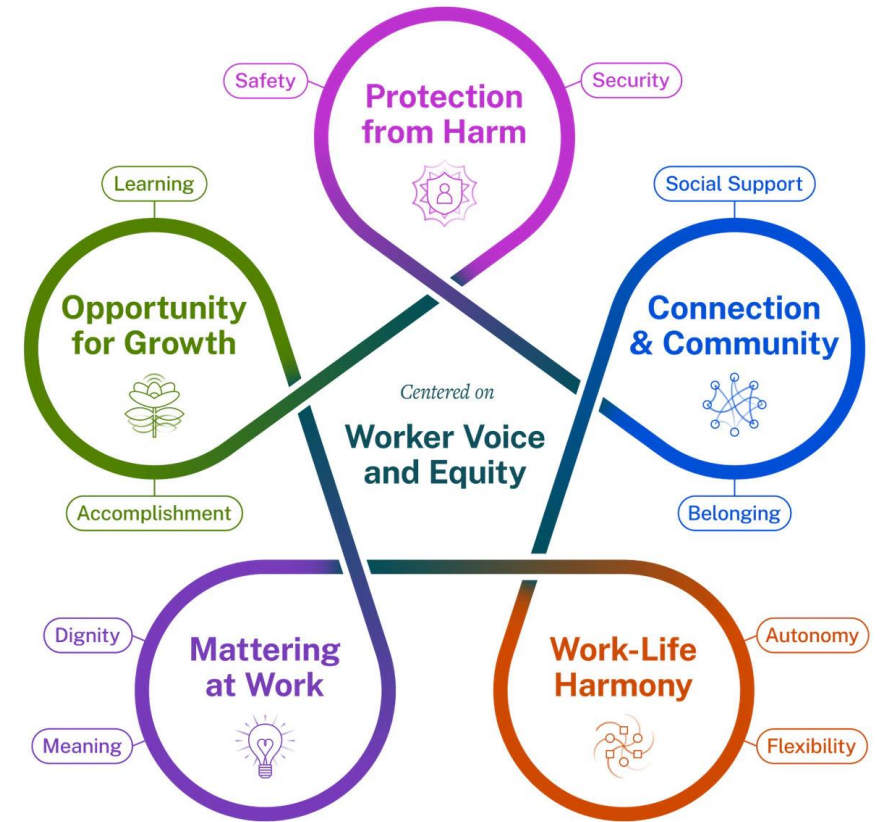
Organizational Culture

Examples from the Field

Surgeon General's Framework for Workplace Mental Health and Wellbeing -

Bergen's Promise used the framework to implement comprehensive strategies in all areas within their organization. Their employee health and wellness efforts have led to 10+ new roles developed, 20+ internal promotions, 242% staff growth, improved retention rates (79.2% to 98.4%), 90+ employee referrals in 2023, and positive staff feedback.

4-day workweek - In 2022, 4C Health (a CCBHC) transitioned 90% of their staff to a 4-day/32-hour work week while maintaining the same pay and level of services. They have reported positive results, including a 64% increase in job applications, 75% reduction in stress and burnout, 88% positive impact to staff lives, 73% staff endorse providing better care, a 4.2 Star Patient rating of care experience, and no negative fiscal impacts.



Organizational Culture

Other strategies to develop and retain staff can include

- Mentor Programs/mentor tracks for staff to help coach other staff and develop soft skills
 - Lead/senior-level of roles to allow for slightly increased pay and responsibilities
 - Staff opportunities to participate or lead committees/Employee Resource Groups
- Establishing buy-in for the larger organization work
 - Ensure leadership “closes the loop” on ideas, questions, or challenges
 - Involve staff and ask questions before implementing changes
 - Regular cadence of CEO chats or updates
- Supervisor/middle manager ongoing trainings and support

Other Strategies For Increasing Capacity of a Rural Health Workforce

Financial Incentives

- Loan Repayment
- Tax Credit Programs
- Scholarships

Education and training

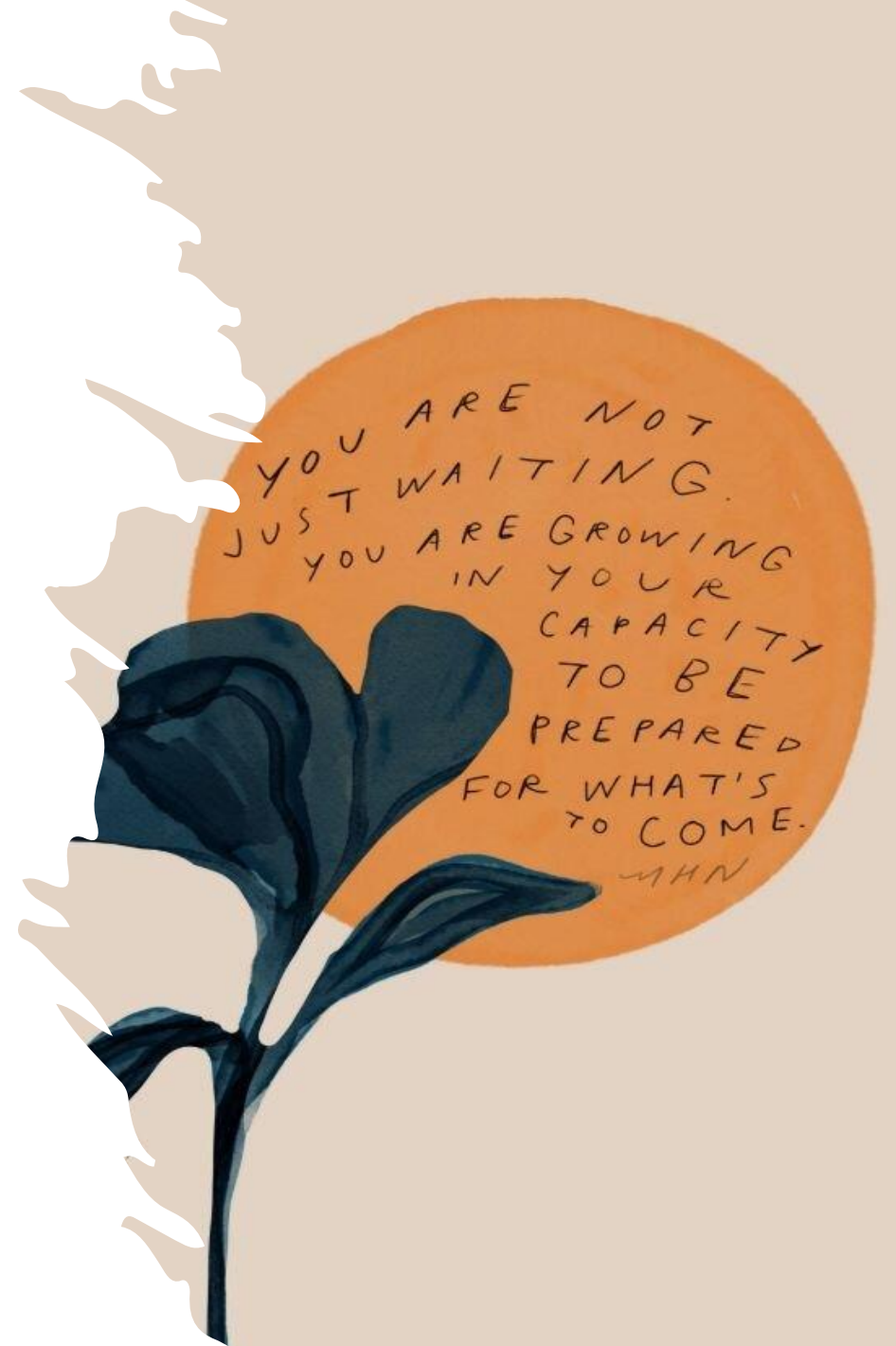
- Pathways programs (e.g., work-based learning, apprenticeships)
- Ongoing professional development and advancement opportunities (e.g., supports for clinical licensure)

Practice Oriented

- Collaborative Care
- Telehealth/telemedicine (including virtual clinical supervision)
- Shared staffing models (multiple providers partnering to hire and retain staff)

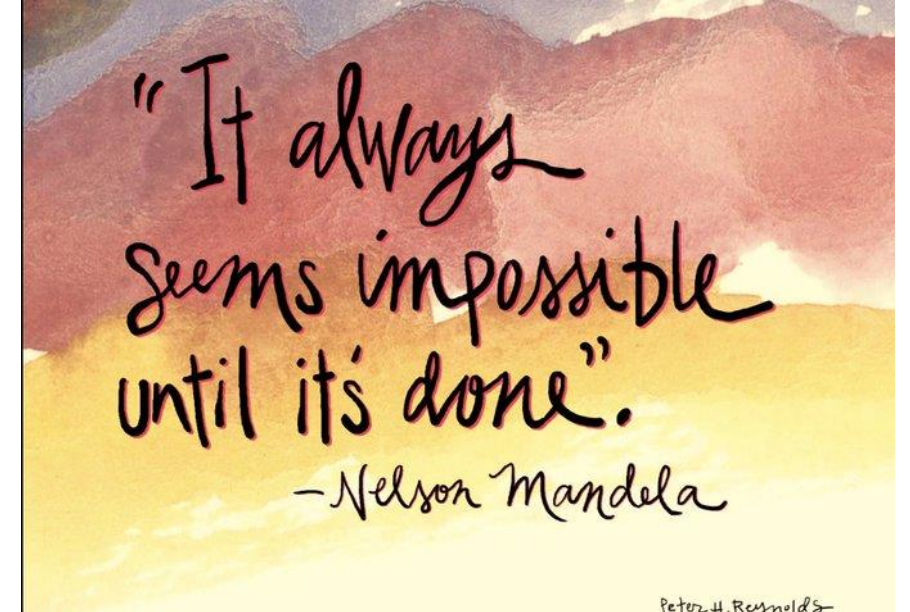
Reflection

What is something that you or your organization could do to take a step towards advancing your workforce?



| We encourage you to consider...

- Who are key partners we could learn from or collaborate with?
- How can we center worker voice and wellbeing in our culture?
- What are inefficiencies that we could address?
- How can we prepare for the future models of care?



Stay Engaged with CWS

- Email us at workforce@thenationalcouncil.org
- Visit the [Center for Workforce Solutions webpage](#)
- Register for our monthly [Workforce Solutions Jam](#): a free public webinar to learn innovative new practices and get updates on state and federal workforce efforts.
- [Subscribe](#) to our newsletter for webinars and future CWS engagement opportunities.





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Acadiana Area Human Services District

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WORKFORCE CHALLENGES

- Public entity competing with private sector compensation
- Location of rural clinics increases daily drive time for staff
- Internet connectivity challenges for clients served
- Lack of public transportation in rural areas
- Multi-generational workforce



WORKFORCE CHALLENGES

- It's not just rural providers or behavioral health
- At a recent healthcare leadership symposium, the top five areas of concern noted such things as cybersecurity; the use of AI; value-based care; changing legal and regulatory trends; but the number one topic of concern was:
 - **Staffing.** Recruitment and Retention.



STRATEGIES TO SUPPORT WORKFORCE INNOVATION

- Partner with local universities to provide internship opportunities
- National Health Services Corp participation
- Participate in learning communities in order to learn from peers
- Develop partnerships with community partners that serve rural parishes
- Participate in local health fairs to increase outreach initiatives
- Clinical supervision and Continuing Education opportunities built in



WHAT NOT TO DO vs WHAT TO DO

- Ignore challenges
 - Rigid thinking
 - Work independently
 - Lack of evaluation
 - Reactive
- Address challenges
 - Creative thinking
 - Collaborate often
 - Assess and address often
 - Proactive

Workforce Initiatives

- Recruitment
 - Special Entrance Rates
 - Contract status vs Employee status
 - Flex schedule
 - Telework option
 - Case Manager position to progress to MHP position
- Retention
 - Special recognition and rewards
 - Training and CEU opportunities
 - 'Extra pay' options
 - Employee involvement opportunities



Discussion



Webinar Dates and Topics

	Date	Session Focus
Session 1	October 15, 2024	Orientation to Learning Community
Session 2	November 19, 2024	Workforce: Recruitment, Retention, and Innovations in Rural Communities
Session 3	December 17, 2024	Access and Delivery of Core CCBHC Services
Session 4	January 21, 2025	Strategies for Meeting the CCBHC Crisis Services Requirements in Rural Communities
Session 5	February 18, 2025	Innovative Partnerships in Rural Communities
Session 6	March 18, 2025	Addressing Disparities and DEI-B Efforts
Session 7	April 15, 2025	Care Coordination and Population Health Management

Resources

- [CCBHC-E National Training and Technical Assistance Center](#)
- [National Council: Workforce Innovations in Integrated Care](#)
- [Rural Health Information Hub](#)



CCBHC-Expansion Grantee National Training and Technical Assistance Center

We offer CCBHC grantees...



Virtual Learning Communities, Webinars and Office Hours

Regular monthly offerings that are determined based on grantees expressed needs.



Opportunities for Collaboration with Other Grantees

Monthly Peer Cohort Calls for CCBHC Program Directors, Executives, Evaluators and Medical Directors.



Direct Consultation

Request individual support through our website requesting system and receive 1:1 consultation.



On-demand Resource Library

Includes toolkits, guidance documents, and on-demand learning modules.

Access our website to register for upcoming events, submit a consultation request or scan our on-demand resource library:

 <https://www.thenationalcouncil.org/program/ccbhc-e-national-training-and-technical-assistance-center/>

Questions or Looking for Support?



Visit our website
and complete the [CCBHC-E
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