

CCBHC WORKFORCE INNOVATIONS:

Workforce Policies and Procedures

NATIONAL
COUNCIL
for Mental
Wellbeing

The Certified Community Behavioral Health Clinic Expansion Grantee National Training and Technical Assistance Center's (CCBHC-E National TTA Center) [Workforce Innovations Learning and Action Series](#) provide guidance on building an effective staff infrastructure

RETHINKING HUMAN RESOURCES POLICIES

Addressing workforce challenges involves re-evaluating the role of the human resources (HR) department and revising policies to bolster key areas like recruitment, retention and engagement. This includes introducing competitive pay and diverse bonuses, to attract fresh talent and underscore the organization's appreciation for current employees. Building the groundwork for a favorable workplace culture entails efforts to nurture the environment and prioritize the wellbeing of individual employees. Investments in staff development, such as internal coaching and establishing tailored training, leadership and management programs can further enhance the organization's workforce strategy.

CCBHC SPOTLIGHT

Starting Point Behavioral Healthcare (Florida)

Starting Point Behavioral Healthcare rebranded their HR department as “employee engagement” and brought in a new director who specifically aligned with this vision and a senior employee engagement specialist who focuses on recruitment and retention. Their commitment to an inclusive culture included implementing trauma-informed care and enhanced supervision practices as well as forming a wellness committee that is certified in resiliency coaching and responsible for organizing regular employee events. An HR committee comprises members from all departments and locations. The committee introduced two new bonus programs: a referral bonus and a retention/reward/recognition bonus. They began an employee engagement survey process, which led to hiring a full-time training manager to develop consistent training across all positions and a shift from annual to quarterly employee evaluations.

VIP Community Services (New York)

VIP focused on aligning HR with the culture needed for a successful CCBHC, which included comprehensive training of the HR team and identifying existing talent, emerging leaders and reallocating team members from across the organization to support VIP's CCBHC efforts. Through these HR-led efforts, VIP broke down silos and developed policies centered on employee wellness, engagement and ongoing activities to support the new shift. VIP began offering referral and sign-on bonuses, mental health days and flexible time off. They also deepened utilization of their employee assistance program (EAP), which included offering coaching sessions to struggling staff before considering improvement plans. VIP implemented practices for staff credentialing, collaborating effectively with unionized staff. To foster positive communication norms, “town meetings” and other points for team connection were established.

ACTIONS YOU CAN TAKE

- Conduct a comprehensive review of your HR department and assess current staff skill sets.
- Prioritize staff wellness by integrating it into your organization's operations. Utilize EAPs and explore other avenues to enhance staff quality of life.
- Design bonus structures that recognize and reward new and existing staff members.
- Acknowledge the impact of vicarious trauma on staff and establish support systems to mitigate its effects. This includes reducing isolation, promoting open communication and implementing policies that encourage seeking support and transparency.



ADDITIONAL RESOURCES

- Academy to Innovate HR: [How to Build an HR Department](#)

CCBHC-E National Training & Technical Assistance Center

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