

NATIONAL
COUNCIL
for Mental
Wellbeing

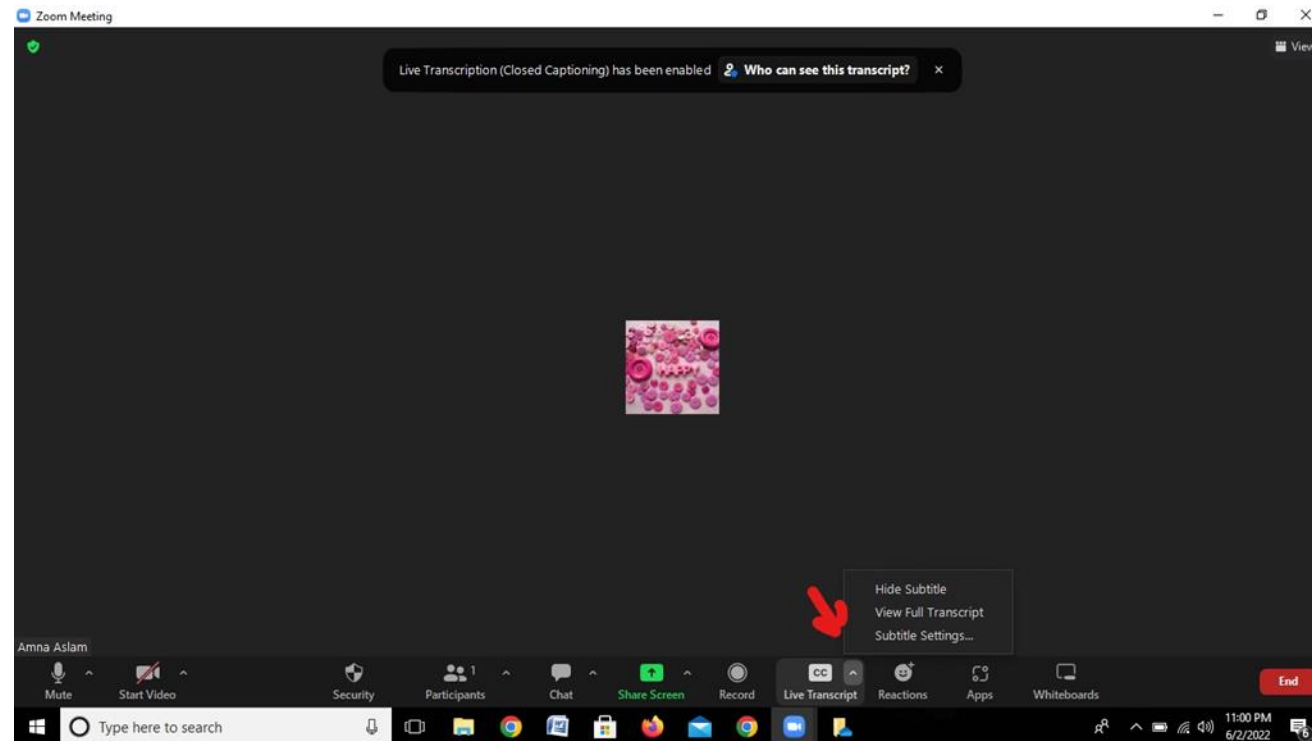
HEALTHY MINDS
STRONG COMMUNITIES

CCBHC Workforce Innovations

February 6, 2025

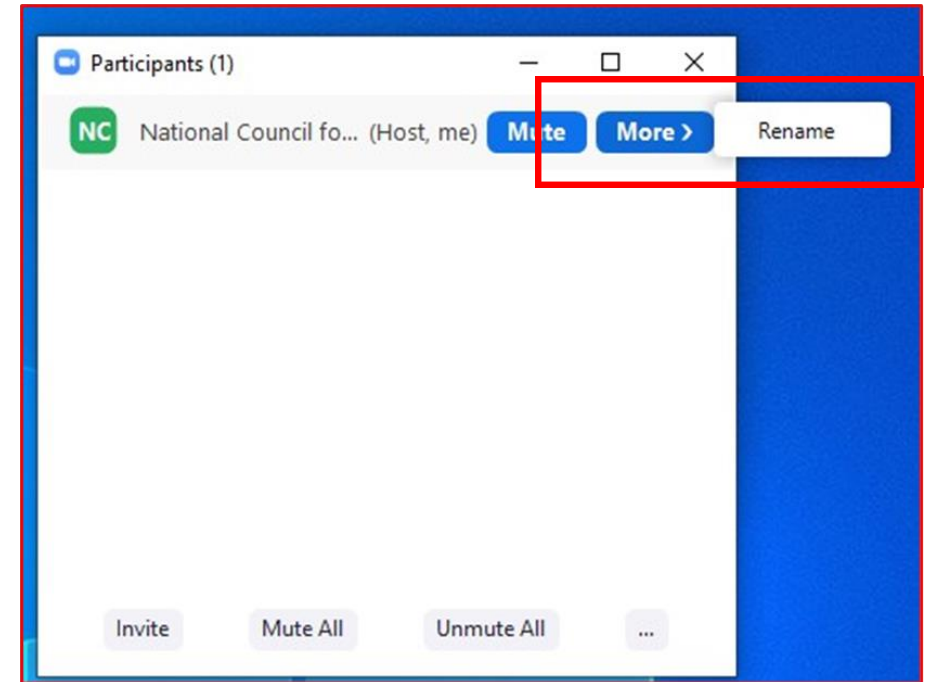
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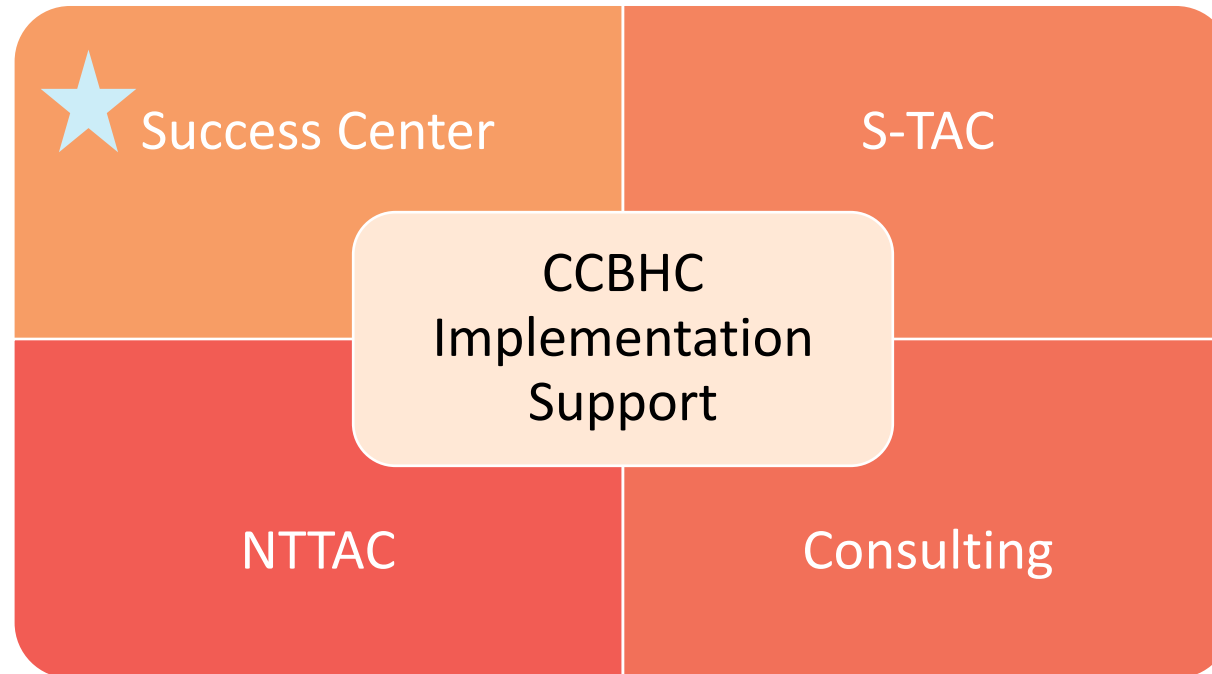


Logistics

- Please join by video if you are able!
- Please rename yourself so your name includes your organization.
 - For example:
 - **D'ara Lemon, 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**



Implementation Support for CCBHCs



Today's Presenters



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Senior Advisor, PIC



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Project Director, PIC



Today's Learning Objectives

- Increase knowledge of CCBHC staffing requirements and implications for clinic implementation and organizational changes.
- Increase understanding of how to leverage your CCBHC status to support workforce recruitment, retention, and redesign.
- Increase knowledge on optimizing staffing models, effective recruitment and hiring practices, and creating a workforce reflective of community needs.



Quick Poll

- What is your CCBHC status?
- What is your role at your organization?
- How many staff have you added or do you plan to add as a result of your CCBHC status?



CCBHC Certification Criteria: Program Requirements

1: Staffing

2: Availability and Accessibility of Services

3: Care Coordination

4: Scope of Services

5: Quality and Other Reporting

6: Organizational Authority, Governance, and Accreditation



Program Requirement 1: Staffing

1.A: General Staffing Requirements

1.B: Licensure and Credentialing Requirements

1.C: Cultural Competence and Other Training

1.D: Linguistic Competence

[CCBHC Criteria On-Demand Lessons: Staffing](#)



Staffing Requirement 1.a.1: Community Needs Assessment & Staffing Plan

- The CCBHC has completed a needs assessment that addresses cultural, linguistic, treatment and staffing needs of the area, as well as addresses transportation, income, culture, and other barriers
- The needs assessment addresses workforce shortages
- Individuals served, family members, and relevant communities were consulted in a meaningful way to complete the needs assessment
- Recognition of the CCBHC's obligation to update the assessment and staffing plan at least every 3 years
- The staffing plan for the CCBHC reflects the findings of the needs assessment
- The CCBHC bases its requirements for services at the CCBHC, including care coordination, on the needs assessment findings



Responding to the Community Needs Assessment: Examples from the field

- Bilingual/Bicultural Clinicians
- Data Analysts/Evaluators
- Integrated Health Director
- Community Liaison
- Engagement Specialists/Outreach Manager
- CCBHC Specialists
- Nurse Navigators/Medical Assistants
- Care Coordinators



Advancing a Stronger Workforce



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**.

Representation in the Workforce

86% of psychologists, **70%** of social workers and **88%** of MH counselors are white.

Barriers to Licensure

Only **43%** of master's level graduates obtain **licensure** due to inadequate pay, burnout and high costs associated with licensure. (Motivo)

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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CCBHCs and Workforce

- CCBHC status allows organizations to hire more staff and fill long-vacant positions to better meet the needs of their communities
 - 98% of clinics report an increase in the number of staff positions since becoming a CCBHC
 - Medicaid CCBHCs reporting a median of 22 new positions per clinic
- The most common strategies CCBHCs utilize to recruit and retain staff include:
 - Increasing employee pay and benefits
 - Enhancing job roles and career pathways
 - Engaging in recruitment strategies

National Council for Mental Wellbeing: [2024 CCBHC Impact Report](#)



Rethinking Staffing

CCBHCs have identified efforts related to staff development to address workforce challenges, including rethinking staffing models as well as investing in professional development. Approaches shared include restructuring teams and redesigning staffing models to allow for task shifting or growth amongst staff, such as:

- Utilizing staff differently—e.g., practicing at the top of their license
- Adding more support roles to help clinicians focus more on clinical service delivery and less on administrative and documentation requirements
- Creating new types of positions—e.g., population health managers, data analysts, integrated care directors
- Enhancing integration and expanded scope of services to help staff engage with clients across their full spectrum of health and social needs—staff feel they are making a greater difference and more empowered to address clients' full needs



Actions To Consider

- Streamline processes to reduce overburdening of specific staff roles and identify where task shifting can occur or where new roles may be valuable
- Revisit job descriptions and assess roles to identify flexibilities for task shifting and/or that expand opportunities for different cohorts of staff and candidates
- Keep staff involved and adapt to any new changes around their feedback and needs
- Identify barriers and challenges in services and day-to-day operations; develop plans to enhance service offerings and operations along integration spectrum accordingly
- Assess the current staffing model and develop a strategic restructuring plan
- Consider redefining roles by areas such as business and clinical to ensure everyone practices at the top of their license and ability



CCBHC Spotlight

GRAND Mental Health, a CCBHC in Oklahoma, revamped its organizational structure to address staffing needs:

- Brought in people with business backgrounds to provide managerial and operational support to clinicians, who could, in turn, focus more on service delivery
- The added support, in addition to increasing salaries leveraging their Prospective Payment System (PPS), helped in the retention of clinicians.
- Revised its approach to team-based care, creating a core team that includes an integrated care manager (hybrid clinical/managerial position), a family support provider, and a care coordinator.

With these changes, GRAND Mental Health's CCBHC turnover rate dropped from 35% to 10%



Rethinking Human Resources and Attracting Top Talent

- Addressing workforce challenges involves re-evaluating the role of the human resources department and revising policies to bolster key areas like recruitment, retention, and engagement, including introducing competitive pay and diverse bonuses to attract fresh talent and underscore the appreciation for current staff
- 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, including internal coaching, mentorship, and tailored leadership and management training



Actions To Consider

- 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 ways 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
- Offer salary differentials for key language competencies and geographically hard-to-fill positions
- Train managers in how to interview and to be aware of implicit bias; to challenge assumptions about qualifications and salaries



CCBHC Spotlight

VIP Community Services, a CCBHC in New York, focused on aligning HR with the culture needed for a successful CCBHC:

- Comprehensive training of the HR team and identifying existing talent, emerging leaders, and reallocating team members from across the organization to support CCBHC efforts
- Through these HR-led efforts, broke down silos and developed policies centered on employee wellness, engagement and ongoing activities to support the new shift
- Began offering referral and sign-on bonuses, mental health days, and flexible time off
- Deepened utilization of their employee assistance program (EAP, which included offering coaching sessions to struggling staff before considering improvement plans)
- To foster positive communication norms, "town meetings" and other points for team connection were established



Employee Wellness and Resilience

According to an article published in the [Harvard Business Review, a 2021 Mind Share Partners survey](#) found that 84% of respondents reported at least one workplace factor that negatively impacted their mental health.

- Working in environments predominantly serving individuals in crisis or with a high level of need can have an impact on staff wellbeing. The CCBHC model offers many solutions but requires staff to engage with organizational change and transformation, which can add to stress if not managed appropriately
- Creating and maintaining a positive workplace requires ongoing efforts by organizational leadership with input from staff
- To improve mental wellbeing, a positive work environment increases staff engagement and retention and improves services provided



Actions to Consider

- Create a wellbeing task force of staff from all levels to conduct assessments such as focus groups and surveys to develop recommendations
- Create on-site wellness rooms for quiet/re-grounding or wellness activities
- Offer flexible hours and/or schedules, such as 35-hour work weeks, every other Friday off, or a mix of working longer and shorter days
- Keep Fridays (or another day) free of meetings and trainings
- Promote organizational relationship building by hosting team dinners and offering relationship-building exercises to strengthen team trust and culture
- Offer staff wellness days off and/or individual wellness opportunities such as gym memberships
- Practice restorative supervision, which includes providing psychological support, to help staff navigate challenging issues



CCBHC Spotlight

Red Rock Behavioral Health Services, a CCBHC in Oklahoma, formed a wellness team called Red Rock Cares, a cross section of employees who meet once per month:

- Team is responsible for brainstorming ways for staff to feel appreciated and care for
- Each month, every staff member receives a small gift, usually tied to a theme
- The team also coordinates wellness activities including an annual month-long employee appreciation with bigger gifts and drawings
- The team holds an annual all-day staff meeting that is devoted to having fun
- To assist with team building, Red Rock implemented a behavioral assessment for staff that helps them understand themselves and their co-workers better
 - Been able to learn about their own strengths and the strengths of others, which has led to a greater appreciation of how they work together



Building Pathways

Students

- Training Programs
- Universities

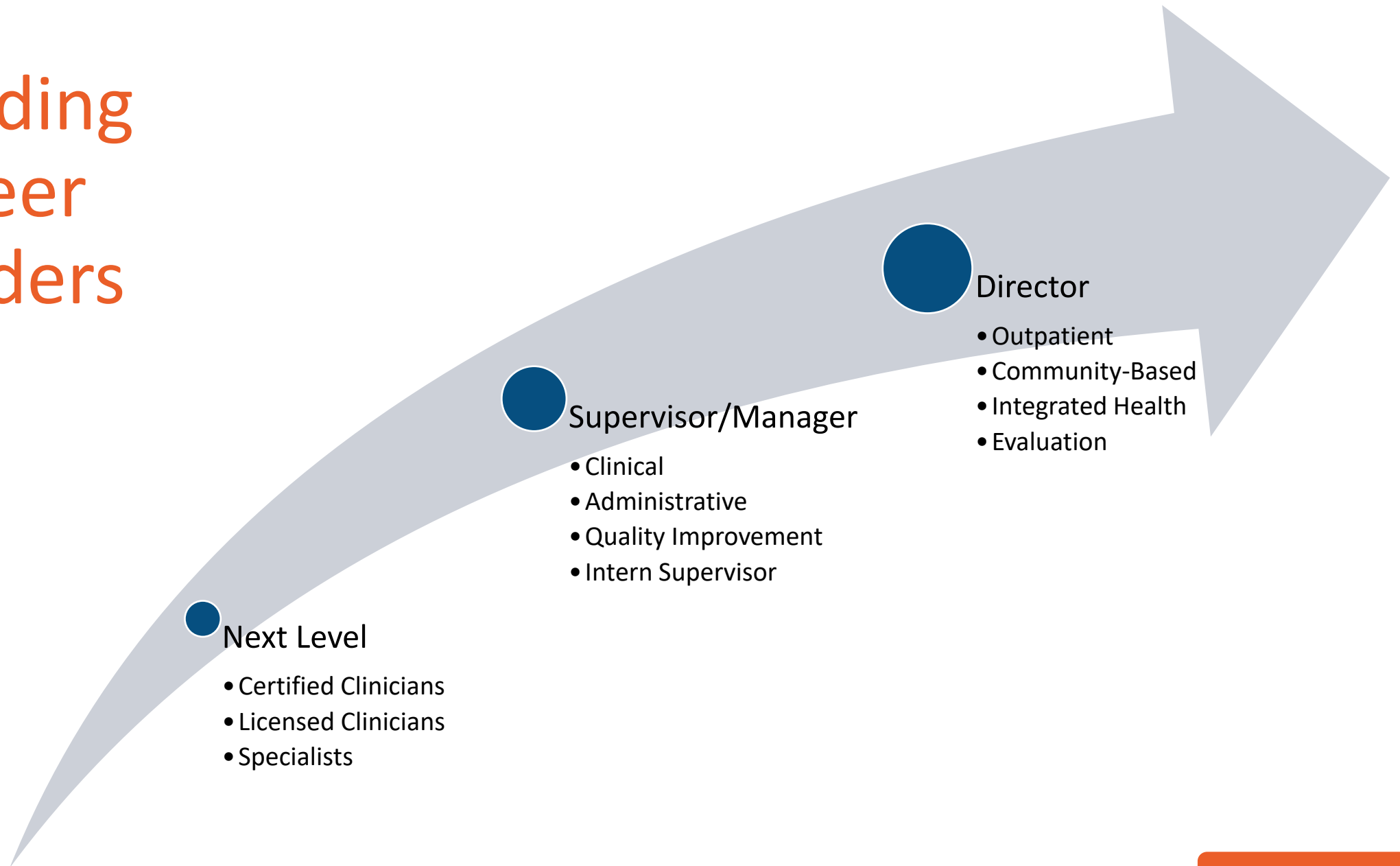
Entry Level

- MH Therapist/SUD Counselor
- Case Manager/Peer



Internship/Field
Placement

Building Career Ladders



Breakout Discussion

In each room, participants will share:

- Workforce Redesign:
 - What new roles have you added or adapted as a result of your CCBHC status?
- Workforce Policies & Procedures:
 - What are 1-2 workforce policies you have changed that have yielded the most success on employee engagement or retention?
- Hiring Practices:
 - Hiring strategies that have been effective, and lessons learned?

During the breakout discussion, identify 1-2 volunteers to share findings upon return to the larger group.



Sharing

Brave volunteers: what did you share and/or what did you hear from others?

- What new roles have you added or adapted as a result of your CCBHC status?
- What are 1-2 workforce policies you have changed that have yielded the most success on employee engagement or retention?
- Hiring strategies that have been effective and lessons learned?

Other Questions?



Additional Resources

- [Making the Case for High-Functioning Team-Based Care](#)
- [How to Build an HR Department: A Practical Manual](#)
- [The National Health Service Corp scholarships and loan repayment programs](#)
- [Building Blocks for Behavioral Health Recruitment and Retention](#)
- [Fostering Resilience and Recovery: Change Management Strategies](#)
- [Harvard School of Public Health blog on change management in health care settings](#)
- [Fostering Mental Wellbeing in the Workplace](#)



Office Hours for CCBHC Demo Sites

Have Questions? We've Got Answers!

Drop by our monthly office hours for an open, friendly space to ask anything about this month's topic, next month's focus, or general inquiries. Plus, learn from peers facing similar challenges!

Upcoming Office Hours: February 14, 2025, at 1-2 pm E.T

- Cadence: Every second Friday from 1-2 pm E.T (*except for January and July 2025 due to Holidays).

[Register here.](#)



NEW Resource! CCBHC DCO FAQs

CCBHC Designated Collaborating Organizations (DCOs): Frequently Asked Questions

The DCO FAQ document answers questions the National Council for Mental Wellbeing receives frequently about the DCO model. Information in the document is current as of January 2025 and will be updated should additional guidance on DCOs be published by the SAMHSA or the Centers for Medicare and Medicaid Services (CMS).



CCBHC Forum at NatCon25

- **What:** National Council is hosting a **full-day pre-conference CCBHC Forum**
- **When:** Sunday, May 4, 2025
- **Who:** Designed for everyone- state health officials, policymakers, CCBHCs, advocacy groups, researchers and other stakeholders.
- Forum activities include:
 - Joint programming with National Council's Crisis Response Services Summit, exploring how the CCBHC model enhances effective crisis systems
 - Deep-dives into current CCBHC topics such as evaluating statewide impact, DCOs, SUD care, children's services, and more
- [Registration is available now!](#) CCBHC E-Grantees will receive a half day registration.



CCBHC Success Center Support

CCBHC Success Center News and Events
Subscription Link:

<https://www.thenationalcouncil.org/program/cbhc-success-center/implementation-support/#subscribe-form>.

Questions? Contact us at:

CCBHC@TheNationalCouncil.org

Visit our Success Center website at:

<https://www.thenationalcouncil.org/program/cbhc-success-center/>

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CCBHC Success Center

CCBHC
Certified Community Behavioral Health Clinic

CCBHC Success Center

What Is a CCBHC?

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Events

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Welcome to the National Council for Mental Wellbeing's Certified Community Behavioral Health Clinic (CCBHC) Success Center, a hub for data, implementation support and advocacy to support the Certified Community Behavioral Health Clinic initiative. Start here with our CCBHC 101 video and our testimonial video, then use the menu bar on the left to navigate through more information and resources.



Thank You!

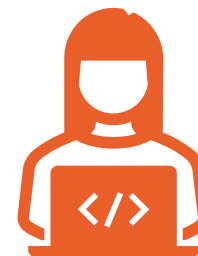
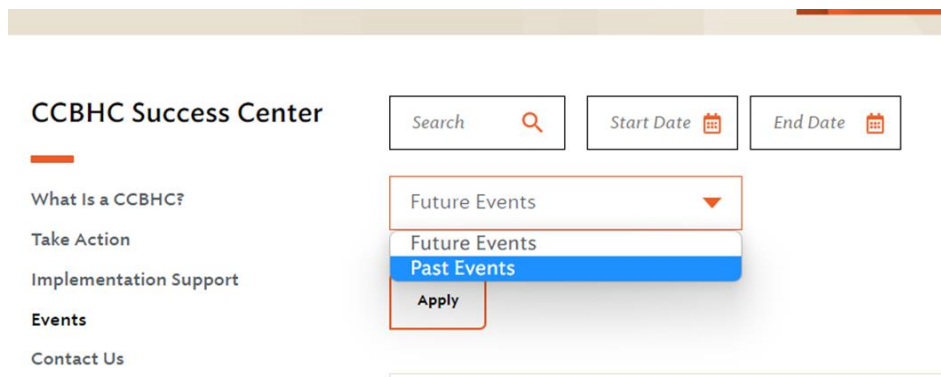
Thank you for attending today's webinar.

Slides and the session recording link will be available on the CCBHC Success Center website under "Events" > "Past Events" within 2 business days.

Your feedback is important to us!

Please complete the [brief event survey](#) that will open in a new browser window at the end of this meeting.

You may also scan the QR code (below) to fill out the survey!



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